

The Effect of Experiential Marketing on Customer Satisfaction and Revisit Intention of Beauty Salon Franchise Stores⁺

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Abstract

The purpose of this study was set as clarifying the relative importance of experiential marketing on customer satisfaction and revisit intention of beauty salon franchise stores while raising the competitiveness of beauty salon service by clarifying the causal relationship between these factors and revisit intention. The data was gathered using questionnaire targeting 350 adults living in Gwangju Metropolitan City and the analysis was performed using the SPSS 18.0 statistics package. The result of this study is summarized as follows.

First, the factors forming up the experiential marketing of beauty salon franchise stores have been verified as a total of 5 dimensions to be shown as sense marketing, relation marketing, feel marketing, think marketing and action marketing.

Second, the experiential marketing of beauty salon franchise stores was shown has having statistical significant effect on the revisit intention.

Third, the experiential marketing of beauty salon franchise stores was shown has having statistical significant effect on the customer satisfaction.

Fourth, while the indirect effect of each of experiential marketing and customer satisfaction of beauty salon franchise stores on the revisit intention was independently shown as significant, the indirect effect of experiential marketing by mediating customer satisfaction was not shown as significant.

Key Words : beauty salon franchise store, customer satisfaction, experiential marketing, revisit intention

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I . Introduction

Recently, businesses are utilizing experiential marketing using the feelings of consumers because they prefer pursuit of happiness, fun and excitement. This is because while the traditional industrial society had emphasized on rationality based on reason, the subjective and psychological areas such as feeling, sense or experience are gradually emphasized by developing as service industrialization society. The future scholars predict the arrival of emotion, culture and experience as the code of 21st century by escaping from the rigid traditional marketing of the past.¹⁾ Especially, the experiential marketing to induce purchase by creating various experiences for customers is attempted in various fields of industry and the effect on this is also being proven.²⁾ Accordingly, experiential marketing is rising as new marketing strategy as something to cope with the emotional desire of consumers with sensational feeling or experience even in the beauty salon service industry.

Experiential marketing could be called something that has systematized the existing sense marketing, feel marketing, think marketing, action marketing and relation marketing. Also, the fact that experiential marketing rises as an issue of marketing strategy recently is because there have been synergy effect gained by systematizing this and many cases of success by businesses through this effect. Although the experiential marketing with customer participation as precondition might have differences in its emphasis and method, it could be applied in all areas including manufacturing industry and information industry or service industries such as entertainment, tour and education, etc.³⁾

Therefore, the marketers must provide an

adequate environment to create ideal customer experience and focused on the fact that customer satisfaction can be raised by adequately providing the stimulation to induce customer experience.⁴⁾ Accordingly, understanding the desires of customers and satisfying them to create customer satisfaction is the top priority goal and very important part to strive for the development of beauty salon businesses also in case of the beauty salon service so that the necessity of marketing strategy where customer satisfaction centered strategy can be connected with revisit is raised.

The research on experiential marketing was actively performed in culture industry, fashion industry, cultural contents industry and design industry, etc for the most part while experiential marketing factors such as sense, feel, think, action and relation, etc through Schmitt.⁵⁾ However, while the experiential marketing researches targeting cosmetics has been performed a great deal recently even in the beauty industry, the researches targeting beauty salons are performing research partially such as emotion or relation marketing and the situation is that the experiential marketing researches examined comprehensively are almost nonexistent.

Therefore, since hair style also creates close interaction by contacting the body of consumers just like clothing or cosmetics, an experiential marketing strategy emphasized on the experience before and after the purchase is necessary in order to maintain continuous relationship with customers. Also, the situation is that the beauty salons where competition is getting fierce due to recent increase of large scale brand beauty salons are also devoting effort on the experiential marketing activity. Accordingly, this study has attempted to investigate the factors of experiential marketing

at beauty salons to clarify what effect they have on customer satisfaction and revisit intention based on the strategic experience module of Schmitt⁶⁾ targeting the customers who have used beauty salon franchise stores.

II. Theoretic Background

1. Experiential Marketing

Experience is classified into direct contact on certain stimulus, consumption experience after purchase in terms of time period and creating sensational or emotional reaction, etc while the most widely used definition is the 'direction contact on the brand'.⁷⁾ Schmitt⁸⁾ has defined experiential marketing as a marketing providing an integrated total experience to the consumers while Kim, Woo Seong, Huh, Eun Jeong⁹⁾ defines experiential marketing as a marketing which leaves strong, impressive and continuous memory on customers by creating a total reaction based on the actions of customers.

Experiential marketing in the field of marketing is used as same meaning as experience and experiential marketing could be called a form that has logically materialized after binding various marketing strategies researched after traditional marketing as one concept called experience rather than being a completely innovative marketing technique.¹⁰⁾ Therefore, if we analyze the concept of experience mostly used in the field of marketing, this can be mainly classified into two types of dimensions. One is the experience contracted and perceived as the consumer gets to use the brand directly in the purchasing process or the consumption activity after the purchase as a significance of consumption oriented experience while another could be called an emotional experience of feel,

sense, pleasure or symbolic significance which is in contrary with rational, cognitive and logical factors.¹¹⁾ Thus, experience is created by a specific stimulus, in other words due to virtuality or due to direct observation and participation of event as a reaction to stimulus provided due to the marketing effort before and after the purchase. Therefore, the marketers try to induce experience by providing an adequate environment to create a desirable customer experience.¹²⁾

As much as the subjects of this study are limited to beauty salons, the effect of total experience on customer satisfaction and revisit intention has been researched based on the perspective of consumption oriented experience falling under the former one. Therefore, the characteristics of Strategic Experiential Modules (SEMs) of Schmitt¹³⁾ that have systematized the importance of experience are summarized as follows.

First, the Sense stands for the role of alluring customers, adding value to the products as well as delivering beauty, excitement and satisfaction for the purpose of creating a sense oriented experience for customers by stimulating visual sense, hearing sense, sense of smell, sense of taste and sense of touch in order to differentiated from other products or companies. Feel stands for forming a close relationship with the environment within store such as store atmosphere with the marketing which appeals to people's feelings in order to create an experience of feel from somewhat positive emotion related to the brand to reach up to a strong emotion such as enjoyment or pride. Think stands for trying to raise positive awareness toward company or brand by inducing consumers to think creatively through amazement, curiosity and interest. Act sets the

goal as having effect on physical experience, lifestyle and interaction of consumers. Finally, Relate stands for stimulating self-improvement desire of customers by increasing personal experience beyond personal or private dimension and making individuals become connected with ego, others or culture as something which includes all four dimensions of sense, feel, think and action.¹⁴⁾ Cho, Ah Ra¹⁵⁾ has stated that experiential marketing is a marketing focused on experience which is the experience of consumers and the ultimate goal of experiential marketing is creating total experience for consumers if experience is something which is not created automatically but something induced. Kim, Jeong Woo¹⁶⁾ has verified that experience factors within store has significant effect on the favorable attitude toward brand, revisit and purchase.

2. Customer Satisfaction

The definition of customer satisfaction varies depending on the perspective of looking at the customer satisfaction and stands for a state in which the trust of customers toward products or services is continued as a result of coping with desire and expectation of customers as much as possible.¹⁷⁾ In other words, customer satisfaction can be defined as a state in which repurchase of products or services takes place as result by coping with desire and expectation of customers in addition to the continued trust of customers or a state of satisfying the needs and expectations of customers.¹⁸⁾ Lee, Seong Su¹⁹⁾ has defined satisfaction as an evaluation after the purchase of certain service coming after the consumption experience and defined customer satisfaction as general satisfaction which customers experience in the process of receiving services from the vendor.

Meanwhile, according to Yi, You Jai, Lee, Cheong Lim²⁰⁾, not only customer satisfaction is the greatest task of businesses today and plays very important role as a customer related activity, but its importance is getting highlighted as competition is getting intensified. Cho, Seong Gil, Kim, Hae Ryong, Cho, Chun Bong²¹⁾ have stated that satisfied customers generally repurchase, become regular customers and word of mouth effect by satisfied customers create new customers. Jeong, Hee Young²²⁾ has also stated that good services for customers can lead to customer satisfaction, customers get to revisit if satisfied and the customer who revisit become regular customers so that the sales of company gets increased.

3. Revisit Intention

Revisit intention is defined as a possibility of customers using the service provider repeatedly even in the future as a follow-up activity created after the selective usage of customers.²³⁾ Also, revisit intention is defined as an important factor to steadily create company profits or performance in a long-term perspective.²⁴⁾

Bitner²⁵⁾ has stated that the factor having greatest effect on revisit intention is satisfaction or dissatisfaction while Lee, Yu Jae, Kim Woo Cheol²⁶⁾ have stated that satisfied customers repurchase and become regular customers. Jin, Yong Mi²⁷⁾ has stated that the factor having greatest effect on revisit intention in most previous studies targeting beauty salon services was the customer satisfaction. Also, Choi, Byung Sook, Kim, Hye Ran, Lim, Eun Jin²⁸⁾ have clarified that the existing studies related to the effect of customer satisfaction on reuse intention after using have positive relationship between customer satisfaction and reuse intention.

III. Research Method and Procedure

1. Research Problems

Research Problems 1. Does the Experiential marketing factor have effect on the revisit intention?

Research Problems 2. Does the Experiential marketing factor have effect on the customer satisfaction?

Research Problems 3. Does the customer satisfaction have effect on the revisit intention?

Research Problems 4. Does the Experiential marketing factor have effect on the revisit intention by mediating customer satisfaction?

2. Research Subjects and period

For the subject of this study, four beauty salon franchise stores located at Gwangju Metropolitan City have been selected to conduct a preliminary survey targeting 100 adults from December 16, 2012 to December 30, 2012. The formal survey was conducted by reorganizing the questionnaire after correcting some questions with low reliability and validity in the preliminary survey. This survey has used 350 copies excluding the ones with incomplete responses by distributing 400 questionnaires on the adults with same conditions from January 3, 2013 to January 30, 2013.

The subjects of this study was set as 350 adults by selecting four beauty salon franchise stores located in Gwangju Metropolitan City and the data for research was gathered by distributing questionnaire from January 3, 2013

to January 30, 2013. The beauty salon distribution of respondents has been identified as 99 people from Park, Seung Cheol (28.3%), 81 people from Lee, Ga Ja (23.1%), 74 people from Lian (21.1%) and 96 people from Haircato (27.4%) while age group was shown as 263 people from 20~30 (75.1%), 49 people from 31~40 (14.0%) and 38 people from 41~50 (10.9%). The purpose of using hair shop was shown as haircut 55 people (15.7%), perm 65 people (18.6%), haircut/perm 125 people (35.7%), dyeing 79 people (22.6%), hair/scalp cleaning 15 people (4.3%) and hair styling 11 people (3.1%). The hair shop expense was shown as 24 people in 10,000~30,000 won (6.9%), 48 people in 30,000~50,000 won (13.7%), 127 people in 50,000~100,000 won (36.3%) and 151 people in 100,000 won or more (43.2%).

3. Technical Definition of Terminology and Measuring Tools

1) Experiential marketing

Experiential marketing stands for a marketing which leaves strong, impressive and lasting memory to customers by creating a total reaction based on customer actions,²⁹⁾ while this stands for an experience oriented process reflected on the purchase activity through the experience of usage perceived by customers as knowledge, technology or psychological state perceived through observation and contracting products by the customers who visit beauty salon.

For the measurement of experiential marketing, measurement was performed with Likert 5 point scale by forming as a total of 34 questions after revising and supplementing to be appropriate for

this research based on the researches of Huh, Ju Yeon³⁰⁾, Chung, Su Yeon³¹⁾, Shin, Hyeon Sin, Lee, Hang³²⁾ and Hwang, Jin Sook, Lee, Jeong Min.³³⁾

2) Customer Satisfaction

Customer satisfaction is defined as a state in which repurchase of products or services takes place as result by coping with desire and expectation of customers in addition to the continued trust of customers or a state of satisfying the needs and expectations of customers,³⁴⁾ while this stands for the general satisfaction level of customers who have visited beauty salon franchise stores in this research. In order to measure this, measurement was performed with Likert 5 point scale by forming as a total of 5 questions after revising and supplementing to be appropriate for this research based on the researches of Lee, Hyeong Ju, Suh, Ji Yeon.³⁵⁾ The reliability was shown as .84.

3) Revisit Intention

Revisit intention stands for a possibility of customers using the service provider repeatedly even in the future as a follow-up activity created after the selective usage of customers,³⁶⁾ while this stands for revisiting if satisfied after having experience by visiting the beauty salon franchise in this study. In order to measure this, measurement was performed with Likert 5 point scale by forming as a total of 3 questions after revising and supplementing to be appropriate for this research based on the researches of Lee, Hyeong Ju, Suh, Ji Yeon³⁷⁾, Shin, Hyeon Sin, Lee Hang.³⁸⁾ The reliability was shown as .82.

4. Data Analysis Method

SPSS 18.0 Statistics Package was used for the analysis of gathered data. First, Frequency Analysis has been performed in order to identify the demographic characteristics of the survey candidates. Second, factor analysis (Principal Component Analysis, Varimax) and reliability analysis (Cronbach's α) have been performed in order to find out each dimension of the experiential marketing. Third, regression analysis has been performed in order to verify the effect of experiential marketing on customer satisfaction and revisit intention, Fourth, path analysis has been performed in order to verify the effect of experiential marketing on revisit intention by mediating customer satisfaction.

IV. Result and Discussion

1. Experiential Marketing Dimension

As a result of performing principal component factor analysis using Varimax rotation method on 34 questions, the result was shown as <Table 1>. Five dimensions with unique value of 1 or higher have been derived while the reliability coefficient of each factor (Cronbach's α) was shown as .85, .83, .85, .84 and .80, respectively, to secure internal consistency and the total explanatory power of explaining experiential marketing by each factor was shown as 61.64 %.

Factor 1 has explained 37.06% of total variate while this has been named "sense marketing" because the questions stating that the lighting brightness of beauty salons is adequate, product display is neat to match the beauty salon atmosphere and advances the latest fashion are included here. Factor 2 has explained 8.21% of total variate while this has been named "relation

marketing“ because the questions stating that the sympathy with other people is formed as service experience, is a member of brand, feels like becoming entertainer after the experience and the atmosphere suits me well are included here. Factor 3 has explained 5.92% of total variate while this has been named “feel marketing“ because the questions stating that it is feels fun, comfortable and vivid after coming into the beauty salon are included here. Factor 4 has explained 5.51% of total variate while this has been named “think marketing“ because the questions stating that various product can be experienced, interest is created on the style performed through experience and one gets to find out new style due to experience are included here. Factor 5 has explained 4.94% of total variate while this has been named “action marketing“ because the questions stating that the frequency of using beauty salon has increased after the experience at the beauty salon, visit this beauty salon while changing hairstyle and prefer doing hairstyle at this beauty salon are included here.

While such result coincides with the study results of Hwang, Jin Suk, Lee, Jeong Min or Shin, Hyun sin, Lee Hang that have classified as five factors based on the experiential marketing strategy module of Schmitt, there was quite a lot of difference in the explanatory power by each factor explaining the experiential marketing.

2. Effect of Experiential Marketing on Revisit Intention

The result of performing multiple regression analysis using experiential marketing as independent variable and revisit intention as dependent variable to identify whether the experiential marketing at beauty salon franchise stores have effect on revisit intention was shown

as <Table 2>.

As a whole, the total explanatory power of experiential marketing explaining revisit intention was identified as 37% and experiential marketing was shown as having statistically significant ($F=39.45$, $p<.001$) static effect ($\beta=.71$, $t=10.65$, $p<.001$). Such result means that the beauty salon experience of respondents is one of important variables explaining revisit intention and that the frequency of beauty salon revisit gets higher as people highly perceive experiential marketing.

If we examine the dimensional effect of experiential marketing on the revisit of beauty salon, the dimensions except for feel marketing dimension and action marketing dimension have been shown as statistically significant. While such result is an essential service at beauty salons and is important to steadily have good feelings by having effect on mood and feelings of consumers, it suggests the fact that experience factors include possibility of changing the feelings of customers in the customer experience process. While action marketing also act as very important factor in the experience of customers, it suggests the fact that even the same experience may feel as being negative.

3. Effect of Experiential Marketing on Customer Satisfaction

The result of performing multiple regression analysis using experiential marketing as independent variable and customer satisfaction as dependent variable to identify whether the experiential marketing at beauty salon franchise stores have effect on customer satisfaction was shown as <Table 3>.

As a whole, the total explanatory power of experiential marketing explaining customer satisfaction

<Table 1> Factor analysis on experiential marketing

Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach's α
Factor 1 Sense	· The light brightness of this beauty salon was adequate	.786	9.26	37.06	.85
	· The product display of this beauty salon was neat	.783			
	· The inner coloring of this beauty salon was beautiful.	.712			
	· The display of this beauty salon matched with the atmosphere of beauty salon.	.692			
	· I think the atmosphere of this beauty salon advances the latest style.	.614			
	· The music of this beauty salon matched well with the atmosphere of beauty salon.	.539			
Factor 2 Relation	· It seems that the sympathy with other people using this beauty salon brand is formed from the hair product or service experience of beauty salon.	.754	2.05	8.21 (45.27)	.83
	· The customer management program of this beauty salon reminds me that I am a member of this brand.	.729			
	· This beauty salon feels intimate from the hair product or service experience of beauty salon.	.674			
	· I feel like I have become an entertainer after the hairstyle experience at this beauty salon.	.666			
	· I can be related with other people through the community of this beauty salon.	.662			
	· I think the atmosphere of this beauty salon suits me well.	.565			
Factor 3 Feel	· This beauty salon makes me feel good because I feel I am having newer experience than other people.	.763	1.48	5.92 (51.19)	.85
	· I have fun after coming into this beauty salon.	.758			
	· I feel comfortable while I am in this beauty salon.	.710			
	· I have uncommon (new) feeling while I am in this beauty salon.	.694			
	· This beauty salon makes me feel vitality.	.654			
Factor 4 Think	· I can easily understand hair products and hairstyle if I visit this beauty salon.	.784	1.38	5.51 (56.70)	.84
	· I can experience various products if I visit this beauty salon.	.714			
	· I get interested on how this beauty salon is different from the beauty salons of other brands.	.681			
	· I gained interest on the style performed through the experience at this beauty salon.	.671			
	· I got to find out about new style through the experience at this beauty salon.	.507			
Factor 5 Action	· The frequency of visit has increased after experiencing this beauty salon	.783	1.24	4.94 (61.64)	.80
	· I am familiar with visiting this beauty salon while changing hairstyle.	.725			
	· I enjoy doing hairstyle at this beauty salon.	.704			

was identified as 51% and experiential marketing was shown as having statistically significant ($F=70.97$, $p<.001$) static effect ($\beta=.85$, $t=14.45$, $p<.001$). Such result means that the beauty salon experience of respondents is one of important variables explaining revisit intention and that the customer satisfaction gets higher as people highly perceive experiential marketing.

If we examine the dimensional effect of experiential marketing on the customer satisfaction, the dimensions except for action marketing dimension have been shown as statistically significant. Such result stands for the fact that customers satisfy more on the beauty salon after they have experience at that beauty salon. In other words, experiential marketing is a marketing strategy that can accomplish higher customer satisfaction and possess definite

competitiveness while customer are satisfied as they want the desired experience such as technology, service or product.

4. Effect of Customer Satisfaction on Revisit Intention

The result of performing multiple regression analysis using customer satisfaction as independent variable and revisit intention as dependent variable to identify whether the customer satisfaction at beauty salon franchise stores have effect on revisit intention was shown as <Table 4>.

As a whole, the total explanatory power of customer satisfaction explaining revisit intention was identified as 40% and customer satisfaction was shown as having statistically significant ($F=$

<Table 2> Effect of Experiential Marketing on Revisit Intention

Dependent Variable	Independent Variable	B	Standard Error	β	t	F -Value	R^2	
Revisit Intention	Experiential Marketing	Sense	.26	.06	.23	4.03***	39.45***	.37
		Relation	.18	.06	.16	2.96**		
		Feel	.09	.06	.09	1.49		
		Think	.24	.06	.23	3.75***		
		Action	.05	.05	.86	0.39		
		Total	.96	0.09	0.71	10.65***		

Significant at ** $p<0.01$ and *** $p<0.001$

<Table 3> Effect of Experiential Marketing on Customer Satisfaction

Dependent Variable	Independent Variable	B	Standard Error	β	t	F -Value	R^2	
Customer Satisfaction	Experiential Marketing	Sense	.29	.05	.28	5.60***	70.97***	.51
		Relation	.18	.50	.18	3.65***		
		Feel	.22	.05	.22	4.36***		
		Think	.15	.05	.16	2.95**		
		Action	.05	.04	.06	1.29		
		Total	1.06	0.07	0.85	14.45***		

Significant at ** $p<0.01$ and *** $p<0.001$

226.81, $p < .001$) static effect ($\beta = .63$, $t = 15.06$, $p < .001$). Such result means that the customer satisfaction at beauty salons is one of important variables explaining revisit intention and that the frequency of beauty salon revisit gets higher as customer satisfaction gets higher. This supports the researches of Jin, Yong Mi³⁹⁾ who has clarified the fact that a factor having greatest effect on revisit intention is the customer satisfaction in most previous studies and Choi, Byung Sook, Kim, Hye Ran, Lim, Eun Jin⁴⁰⁾ who have clarified that there is positive relationship between customer satisfaction and reuse intention in a relationship between customer satisfaction and reuse intention.

5. Effect of Experiential Marketing on Revisit Intention by Mediating Customer Satisfaction

The result of performing path analysis to identify direct and indirect effects of beauty salon franchise store experiential marketing targeting

adults on revisit intention by mediating customer satisfaction was shown as <Figure 1>.

The direct effect of experiential marketing on revisit intention (.71) was shown as being higher than the indirect effect on revisit intention by mediating customer satisfaction (.54 = .85 × .63). Such result means that while each of experiential marketing and customer satisfaction have significant effect on revisit intention independently, the effect of experiential marketing on revisit intention by mediating customer satisfaction is not significant. Such result is also interpreted as the respondents revisiting more as they highly perceive experiential marketing at beauty salons regardless of whether they high perceive customer satisfaction or not.

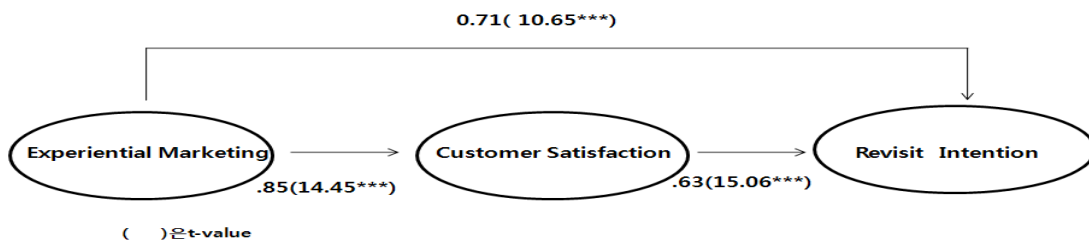
V. Conclusion and Suggestion

The purpose of this study was set as clarifying the relative importance of experiential marketing on customer satisfaction and revisit

<Table 4>Effect of Customer Satisfaction on Revisit Intention

Dependent Variable	Independent Variable	B	Standard Error	β	t	F-Value	R ²
Revisit Intention	Customer Satisfaction	0.68	0.5	0.63	15.06***	226.81***	.40

Significant at *** $p < 0.001$.



Experiential Marketing, Customer Satisfaction, Revisit Intention () is a t-value

<Figure 1> Effect of Experiential Marketing on Revisit Intention by Mediating Customer Satisfaction

intention of beauty salon franchise stores while raising the competitiveness of beauty salon service by clarifying the causal relationship between these factors and revisit intention. The data was gathered using questionnaire targeting 350 adults living in Gwangju Metropolitan City and the analysis was performed using the SPSS 18.0 statistics package.

The result of this study is summarized as follows.

First, the factors forming up the experiential marketing of beauty salon franchise stores have been verified as a total of 5 dimensions to be shown as sense marketing, relation marketing, feel marketing, think marketing and action marketing.

Second, the experiential marketing of beauty salon franchise stores was shown has having statistical significant effect on the revisit intention.

Third, the experiential marketing of beauty salon franchise stores was shown has having statistical significant effect on the customer satisfaction.

Fourth, while the indirect effect of each of experiential marketing and customer satisfaction of beauty salon franchise stores on the revisit intention was independently shown as significant, the indirect effect of experiential marketing by mediating customer satisfaction was not shown as significant.

Through the results above, the fact that each of experiential marketing and customer satisfaction of beauty salon franchise stores is a variable having significant effect on their revisit intention of beauty salons has been proven while the fact that the experience of customers is greater in terms of revisit has been verified.

The significance of this study is at comparing with previous studies by experientially deriving

the experiential marketing factors at the beauty salon franchise stores and providing data to be referred to in the follow-up studies. It also suggests the fact of being able to raise customer satisfaction and revisit intention through the marketing strategy of setting up a differentiated strategy according to the experience of customers at the beauty salon franchise stores by clarifying the causal relationship between customer satisfaction and revisit intention according to the experiential marketing factors. Therefore, it is regarded that an effective sales promotion strategy can be established if each experiential marketing factor segments the method of approach as appropriate marketing strategy for customers at the beauty salon industry.

However, there are limitations in generalizing this result from the fact that this study has targeted only the beauty salon franchise stores extracted from one area out of convenience. Therefore, it seems that a more wide ranged information can be provided if a comparative study is performed by including the beauty salon franchise stores of various regions in the follow-up studies. Also, while this study has measured by selecting only beauty salon franchise stores, the understanding on beauty salon consumers can be broadened if also compared with regular beauty salons.

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