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1. Executive Summary

Timespan is a culture and heritage site in the northern highlands of Scotland. In this customer-led economy, it is a predominant priority to satisfy their needs and wants so as to achieve an economic goal. In the context of museum, often they are non-profit institutions, health number of visitors are fundamental for a museum to maintain a long-term success. Thus, treating visitors as customers and providing educational and valuable experience is deemed to be the way for Timespan to uphold their success. The aim for this work is to identify places where their service experience may be lacking and their signage is off and suggest improvements based on primary and secondary research. The secondary research suggests that museums are shifting their positions into service experience and the greater and more fulfilling the experience is for the customers, the more likely for the consumers to write a good review or return to the museum, both of which are goals for Timespan. In order to accomplish the aim of this project and to find adequate data, three research methods are used namely content analysis, interview and observation. Our research suggests a variety of areas for improvement for Timespan's overall customer service experience from external signage to the front-desk script based on on-site and off-site interviews, a context analysis of Timespan's reviews and social media, an in-depth literature review, and our own observations that is gathered during a visit to the museum in April. Overall, Timespan sees many visitors, both local and international, first time and recurring, but with the addition of our research and implementation of our suggestions, we hope to help them improve both, specifically within their target market of older, middle-to-upper-classed, tourist both locally and internationally.

2. Introduction

Museums are a vital source of inspiration for conservation of culture and heritage – the concept of culture includes all that reflects the material and spiritual values in the historical dimensions. Timespan is a cultural organization and museum that inspires the heritage experience and highlights the historical importance of the lives of the Helmsdale village in Sutherland County, Scotland. The museum is doing amazingly well for the size and region they are in. This museum and art organization reveals the most important, precious, and original artefacts that upholds and preserves the authenticity of the region. Education and culture are considered an inseparable whole that applies to everything from the structure of buildings, the administration and ambience of the place. The museum is also encouraging a lot of schools from across the UK to visit and learn about the history of the place while providing extra services during large number of students visits.

The museum is known for its core, unique facets like; cultural heritage, contemporary art, outdoors environment, café, and shop. Timespan's innovativeness can be seen its usage of technology in enhancing the visitors' experience with Scotland's first Clearances Trail App and Virtual World of Caen. These attributes make the organization all-the-more attractive and internationally recognized. Being placed right next to the world-famous river Helmsdale, a harbor of great historic importance and beautiful landscapes, it also provides artist residency with all facilities including accommodation for the purpose of public art gallery. It also holds he pride of being the only conference venue in Sutherland with integrated IT suite. This award-winning museum receives about 16,000 visitors per year by engaging in activities that preserve and improve the local culture, ancestors, encouraging quality production and fostering new practices, by preserving, celebrating and promoting the local heritage at the northern locations.

However, even the most successful organizations need help. Timespan, for example, wanted insights from the visitors' perspectives by conducting interviews and carrying out a secondary research to understand what works in an organization like theirs. Hence, this project attempts to give some useful information along with a few suggestions and recommendations as requested by the organization relating to their core mission. Their core marketing mission is about bringing the links of the past and present and joining it with the future through ground-breaking quality experiences, and great hospitality to make the whole audience/visitor (includes local, national and international levels) think differently about timespan. This project aims to

enhance the visitors service encounters and experiences and increase the number of visits by the locals and international tourists. To achieve this, secondary research was conducted including undertaking a literature review and a content analysis which consisted of gathering additional information from various sources such as Timespan's social media pages, websites, and other mobile applications to bring other issues to light and provide helpful insights to benefit the organization.

Primary research was also conducted. The team was invited to visit the museum in-person to ensure a complete understanding of the museum's offerings and requirements to perform better, and to conduct on-site observations of the organization and its signage, and other customer service resources. On-site interviews were also conducted to gather information from visitors about their experiences within the museum. Back in Glasgow, in-depth interviews were also conducted on people within the museum's target market about their motivations for visiting places similar to Timespan, which can be used to help make suggestions about the aspects that attract or detract visitors from locations such as itself.

3. Review of the Literature

3.1 Overview of Museums

The Palaco Medici Ricardi in Florence defines the origins of museums and collections in the 15th century. Then, more systematic collections were exhibited in small galleries or halls objects by members of the upper social class during the 16th and 17th centuries. These Small rooms grew as the collector's collections did. Museums serve as a national symbol of excellence, presenting national achievements or objects of conquered peoples, recognizing and enhancing national identity (Lyons, 2002). The museum transformed continuously, arriving in the late 19th century, the era of the industrial revolution, to create, through a destruction of the traditional way of life, new forms of museums, museums of folklore and ethnography.

Local museums do not obtain their identity from the sort of objects, e.g. archaeological, folkloric, they expose, but from their location. These museums are defined by the geographical and socio-cultural identity, acting thus as a source of communication evolution and expression of the local society. A local Museum, must offer a position in its midst for all social groups regardless of origin, economic background, age, education or any other characteristic.

"The museum is a non-profit, permanent institution in the service of society and its development and open to the public, which acquires, conserves, researches, communicates and exhibits material evidence of people and their environment to study, education and entertainment" (the International Council of Museums - ICOM, 1974). The museum is called to improve living conditions through communication in society, education, knowledge and love for the place in which they live. To strengthen the sense of locality, highlighting the uniqueness of its location and the residents themselves, both in hyper-local, national and international level. (Brændholt, Lundgaard, Thorek Jensen, 2013). But the main concern of a local museum is to find ways to disengage from the idea that museums are only addressed to the elite; to people that have a high level of education and belong to the high-income group. The situation is exacerbated when the museum is in the province.

Museums and the majority of the collections that are born of the world of modernity breaking about detected from 1450 to 1950 (Pierce, 1992, P. 316) 1. The role of museums is clear: They serve a pedagogical purpose, that as the season progresses later acquires dynamism and social openness. It is a purpose achieved precisely because museums are known for their unique ability to hold real objects and real testimonies, along with their ability to exhibit,

demonstrate and describe the nature of the world and of man within him (Papadopoulos, 2003, pp. 112-113).

3.2 Customer Satisfaction

Museums provide a physical place for its visitors to socialise and experience the period in a social group like 'tribal' to share, create and recreate a variety of perceptions which have relation to the whole social group (Jafari, Taheri and vom Lehn, 2013). The marketing strategy called tribal marketing is that consumers are not only searching for products and service which match their perceptions of watching and sounding, but also, they wish to take part into the environment with products, service, employees and link with them. Members who within the tribe want to join the decision making and they have the ability to do this (Cova & Cova, 2002). The link between tribe and customer is critical significant than other things. At that time, a museum itself can have relation to its visitors. Hence, managers of museums can utilize museums' societal value to improve its total value proposition of the museum and enhance their experience and lead them to feel satisfaction (Jafari, Taheri and vom Lehn, 2013). A museum is not only a destination, museums present collections to public, but also should be a holidaymaker to satisfy them with the service from museum (Brida, Dalle Nogare and Scuderi, 2015). According to Noe (2015), service quality evaluated by customers' specifications has been satisfied. The definition of service quality is the gap between customers perceive the service performance with what they expected (Grönroos, 1984). For managers of museums, it is critical to plan, design and manage service delivery process to match consumers' expectation of service experience. Experience is not a simple emotional people's minds, it can be a quite attractive and interest-based process. At this point, the quality of the service and products present to customers is significant to the outcome of service experience (Sundbo, 2015).

Customers define a good service experience with the process match their expectations of service. The expectations can involve many different dimensions such as environment, food and drink, and emotion. Furthermore, these dimensions cannot be separated evaluated. In nowadays service market, the focus of service quality has changed from fundamental operational programs such as mass productions, operational rules, human resource management and quantitative quality measure to managers and front-line staff interaction with customers (Edvardsson, Enquist and Johnston, 2005). The concept of service experience separated into two content by Lovelock

et al. (1999) noted that one part of what kinds of service should be delivered into customers face and another part of operation process how the service will be delivered – both of these parts are needed to manage a good quality of service.

Unlike the manufacturing industry, quality measures in service industry have a unique model to identify the quality of service concept. The SERVQUAL model with five different dimensions can effectively measure the quality of service. The five dimensions of SERVQUAL model including reliability, assurance, tangibles, empathy and responsiveness. Therefore, the definitions of five dimensions are presented following: 1. Reliability: The ability to perform the promised service dependably and accurately; 2. Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence; 3. Tangibles: The appearance of physical facilities, equipment, personnel and communication materials; 4. Empathy: caring individualized attention the company provide its clients; 5. Responsiveness: The willingness to help clients and to present efficient service (Zeithaml, Parasuraman and Berry, 1990). Nowadays, the development of museum need the effort from both museum and customer sides. The experience of service not only delivered from museum, the staff and managers of museum also should achieve suggestion from customers to co-create service experience process (Edvardsson, Enquist and Johnston, 2005).

Goulding (1999) stated that there is a huge need for customer orientation consumption and experiential consumption. Customer-orientated means customers are not only the core element to companies but also to all aspects of companies chooses and decisions making process (Noe, 2015). In order to satisfy customers' emotions when they visit museum, managers of museum need to work hard on emphasise customers' perception after the journey of museum and pay more attention on visit experience design to inspire visitors' emotion when they visit museum. Therefore, managers should not only consider about physical environment in the museum but also should pay attention to emotional segment to fulfil customers' expectations. The definition of customer expectations is perceived concerning of customers that what they think be provide during the period of service delivery. Customers' expectations of service experience generate in the period of their pre-purchase process. Customer expectations including what they wish to achieve from the side of service providers (Clow et al. 1997). According to Williams (2003), the relationship built between customers and service organizations almost influence with front-line staff. The interactions between front-line staff and customers can be

researched by corresponding scholars and feed back to organizations' service. It is benefit for museum to collect valuable dates and based on the former researches to make suggestions and operate standard.

To understand the factors to develop the overall museum experiences, a lot of observations and techniques are used. Typical museum situations are created to observe the efficiency of changes (change of path to observe if visitors actually turn right or left mostly). However, not every museum functions and displays the same way. Motion picture cameras are now of great help in creating and witnessing 'slow motion' record of all the activities (number of people, time spent at each rack, which caught the highest attention etc.). This photographic technique is used to connect the story of magnetism. Practical limitations of photography for museums are felt mainly in connection with size, crowd, lighting of the room, size of the room etc. (Nielsen, 1946)**.** Cultural consumption experience in the museum nourishes 'interactive sociality' both inside and outside the museum. It also adds on to museum's value proposition and societal worth in the society. This is usually done to compromise with the loss of funds, closure, staff redundancy etc. how the concept of consumption affects the sociality of visitors is been discussed. The visitors come to museums with different motivations such as aesthetic appreciation and escapism. There is a lot of scope for fusion visits which is the meeting and exchanging of information and experiences. It is said to have deepening the relationship of people visiting the museum together**.** All the definitions of museums make it clear that museums are in interest of the public (marketing and museums). So, it becomes important to understand the museums consumer behaviour in order to know how exactly their minds function and what do they expect of museums in general by effectively displaying the overall image of the museum. With the administration of museums being in a variety of hands, ranging from departments of central government, district councils, companies, trustees, volunteers' groups, with which the museums function. The main aims of museums are usually to capture and preserve values of civilization and exhibit man's achievements in several sectors with an effort to give educational experiences and aid further studies. The importance of feedback has been stated by Cameron and Abbey that periodic surveys of small samples of before and after the visit to the museum galleries with a uniform questionnaire as this could help in understanding the requests and demands by the visitors which can reflect the changes in visitors/consumers' interests. (Yorke and Jones, 1984)**.**

The professionals in the cultural sector state that the consumer motivations have changed with new trends, in terms of their relations with cultural products and services in museums. The new cultural audience makes it clear that when the museums fail to project the right kind of image, it sees a downfall in the number of visitors irrespective of the uniqueness or greatness of the museums. In redefining the experience of museum visits it is understood that the earlier image of museums belonging to a classic sense has got a redefinition of mediation tools to open to a larger and more diverse audience. Many museums across the world design visitors' experience enhancement strategies in the periphery of the exhibition by providing tea and biscuits to visitors that come to visit the artists and ease the interactions, to add value to its central offers. It has also been observed that during the visit, sharing of knowledge by the artisans and craftsmen provides an opportunity to develop social interaction and creates ties between the audience and the institution's "Actors". The respondents of a museum survey said that it is important for museums to include both educational and entertaining experiences. This affective dimension gives hints on the importance of hedonism, escape, surprise, experiential stimulation, recreational and enchantment value (Rémi,Séverine and Mathilde, 2010)**.** The consumers' perception of authenticity plays an important part in their consumption behaviour. It includes authenticity of the museum, materials, authenticity of the visitor (the self) as customers' level of product involvement depends on the standards and expectations of authenticity. It Is said that visitors become actively involved in the visitor experience if the museum can build a relationship with their goals (to explore, discover themselves and place) and their perceptions of authenticity. (Hede *et al.*, 2014)**.**

3.3 Service Marketing

In the museum context, Hume (2011) points out that the importance of service delivery and other customer-perceived quality dimensions (e.g. amenities performance and features of the museum) are often neglected by museum management as they are preoccupied with delivering high levels of custodial and educational aspects. Customer satisfaction on exhibition alone would not be enough to increase the likelihood of re-visitation, but the addition of other aspects such as the feature of the museum and service offerings help increase revisits. Gilmore (2003) agrees that in attempting to obtain long-term success, museum management should aim at the combination of aesthetic mission with service delivery. Thus, considering Timespan as service

providers in light of the objectives of this work, it is believed to be ideal to look at service encounter through the lens of service marketing.

Researchers agree that tangible and intangible dimensions are important for service delivery (Kasper, et al., 2006; Wilson, et al., 2016). In museum context, Gilmore (2003) notes that in tangible dimension, the collections and exhibitions of the museum are core service products that attract people to visit. Also, marketers should consider physical facilities such as the design of the museum – the accessibility within the premises, facilities for disabled, café and shop, range of offerings that suit for different groups (e.g. school groups and repeat visitors). As well as taking the availability of the museum collection in light of seasonality into consideration. In intangible aspects, not only interpretation is important for museum visitors giving wide the range of collections, but also interactions and guidance with the visitors, entertainment can add value to the museum visiting experience (ibid).

Additionally, managing a consistent service delivery is challenging yet vital for service organisations (Wilson, et al., 2016). For instance, discrepancy may occur when customers have a high expectation while staff did not deliver what is being promised via other types of communication (e.g. advertising), which lead to dissatisfaction and maybe complaint. Thus, in order to deliver value and reduce discrepancy, it is suggested to manage both internal and external marketing communications. In terms of internal marketing, Wilson, et al. (2016) points out that staff plays a significant role in delivering a consistent service. They should be considered as internal customer and management should infuse organisation value through training. not only to ensure employees acting as intermediary in delivering organisation value, but also to ensure a consistent service delivery of what is being promised. A research conducted by Alcaraz, et al. (2009) shows that reliability, consistency and accuracy of what is being promised, and knowledgeable and informed staff are cited by all respondents as paramount to gaining satisfaction in non-profit museum. This leads to the discussion on marketing communication management in the following section.

3.4 External Marketing Communication

The development of the Internet and the use of social media provide a great platform for museums to contact with existing and potential visitors. Leveraging these channels to promote the museum may be more cost-effective, considering other forms such as TV advert can be

costly. Despite of the fact that using internet technology may also be expensive to museums as they are often non-profit enterprises, it is essential for museums not only to promote but also to deliver service over the Internet. The purpose is to generate traffic on their website, thus, the amount of content used to promote and deliver would have an impact on traffic building (Lagrosen, 2003). Researchers agree that content plays a significant role in marketing online, practitioners who aim to engage their customers on social media must create high quality of content (Ray, 2013; Leavy, 2011).

Additionally, apart from social media, user-generated content such as TripAdvisor also plays a significant role in this customer-led economy. The challenge is that management can have control over website and blog, but have little or no control over social media and TripAdvisor (Chaffey & Ellis-Chadwick, 2016). It is suggested that organisation should Listening to their audience, communicating with them through these channels, engaging with them and Collaborating with the Brand as four steps in developing social media marketing (Roberts & Zahay, 2013). Additionally, different channels have its unique attributes, so that each channel should be used with its unique measure to achieve marketing goals. For instance, using Facebook to engage with customers and encourage repurchase/revisit, using blog and website to showcase new events and/or new collections. It is the appropriate measure that the management should keep in mind when using these marketing channels.

4. Three Approaches

This project has employed three research methods and each approach used different measure, thus, it is considered to be appropriate to discuss each method separately.

4.1 Content Analysis

4.1.1 Content analysis Methodology

Content analysis could be utilized in a number of situations, for instance, owing to time, space or financial constraints that may prevent researches to obtain data directly from human subjects (Stepchenkova, 2012). Considering the aim of this project is to enhance service encounter, so that understanding the opinions and/or comments of people who have visited Timespan is considered essential to bring out such improvement. However, owing to the fact that there was no visitor data base could be used and time of the research onsite is somewhat limited for interview. Thus, this type of method is deemed to be a great resource to reveal insightful information. Additionally, "Content analysis describes a family of analytic approaches ranging from impressionistic, intuitive, interpretive analyses to systematic, strict textual analyses" (Rosengren, 1981, cited in Hsieh and Shannon, 2005). Text data might be in different forms such as verbal, print, or electronic and it can be collected from surveys, interviews and focus group to name but a few. The obtained data can be analyzed through quantitative or qualitative approach, yet, a content analysis approach contingent on the research objectives and the questions that to be answered (Hsieh & Shannon, 2005). Taking the sample size in the interview (i.e. not large enough to adequate analysis) into consideration, the lack of number of visitor interviews may be substitute by the reviews from UGC platform such as TripAdvisor and Facebook. As mentioned in the literature review that quality service delivering requires consistency, by means of examining the reviews from visitors could be insightful for management to evaluate their service performance and to make improvement where necessary.

Furthermore, Ritsert (1972, cited in Drisko & Maschi, 2015) points out that individual cases are distinctive in nature and may not appear to be frequently cited as a result these unique cases may be lost in manifest analysis. The content that generated on the review website and social media may appear to be distinctive and it may be reveal the fact that how Timespan is likable and how it could be improved in terms of service encounter. Thus, qualitative content analysis is deemed to be appropriate to achieve the objects of this project

4.1.2 Data Collection

5. Giving the question of this project is to find out how service encounter could be improved and that visitor relationship could be forged before, during and after visit, so

that the platforms that Timespan uses to communicate with existing and potential clients are in the scope of this analysis. However, considering the functions of Instagram and Google plus and the number of comments on these platforms which may not provide sufficient textual context, thus they are exempted from this analysis. Facebook and TripAdvisor are two frequent used sites that considered as a great platform for people to edit mixture content so they are primacy resources for this research. There are 38 reviews on Facebook, however, only 10 provide textual information, so that only these 10 review were included in the analysis. While TripAdvisor has 77 total reviews of Timespan of which 13 rated their visit to be average, poor and terrible and 25 rated very good. These 38 reviews were to be primary concern to the research question so that how their experience may be improved. Additionally, since reviews on Facebook and TripAdvisor are generated by the visitors which adds more complexity on the range of context it may appear, open coding was considered to appropriate in this case. Three main themes were identified based on their frequent mentioned topics namely, prior-visit, during and after. Under these three main themes, there are sub-themes that reveal visitor unsatisfied aspects (see Figure 1 in section 5.1).

5.1.1 Content Analysis Limitations

One of the limitations of this research is that previous visitor interview shortage. Because there was no visitor database provided to reach these clients and invite them to interview. As well as the field work was conducted during non-peak season, on-site visitors who were willing to take part of the interview were somewhat limited. Although content analysis of reviews on UGC platforms has been utilised to overcome this issue, it still restricted the research to some extent. For instance, the relevance of reviews to the research explored on service encounters may not be optimised to a greater level as much as a larger number of interviews on previous visitors may have achieved. It may be suggested that Timespan management could investigate further using on-site interview through a period, if time and finance permit. Alternatively, generating a database would be useful in relation to understanding other aspects of visitors such as their needs and expectations.

5.1.2 Content Analysis Findings and Discussion

As mentioned in the methodology section that the content analysis of visitor reviews from TripAdvisor is open-coded considering the nature these reviews may not be homogeneous. After the coding process, the data suggests several factors that could influence visitor experience which will be elaborated in more detail as follow.

Insofar as data reveals that the external communication regarding the evolution of Timespan is somewhat neglected, particularly to those re-visitors, which led to disappointment. One review says:

> *…I hadn't visited for a few years and when I did this year with a friend (to whom I had highly recommended it) I was very disappointed to see it was more of an arts centre than a museum…*

Another comment says:

> *Used to be a great exhibition of the village's past with many interesting artefacts placed in living and historic settings of bunkhouse, fishing and other activities. Now it is a place of very limited art exhibitions with a few exhibits to the past…*

Some other comments also mentioned that Timespan used to be bigger and more collections than it is now. These remarks reveal the weakness in the communication not only the evolution in Timespan, but also the value of art exhibitions was not communicated to visitors. It is understandable that changes in the collections and exhibitions are necessary periodically to keep a novel feel for visitors. As for the art exhibitions hold in Timespan, it is in support of local community and local artists to amplify local culture and influence. Although it is not the collection of the past, it represents contemporary local culture that *makes* current Helmsdale. After all, the narrative of today would become history of yesterday as time goes. It also sees the community in Helmsdale that Timespan offer to represent. As one visitor commented on TripAdvisor:

> *…The museum is still interesting, and has a more community feel to it. They have areas where you can share your own story.*

In addition to communication dimension, due to Timespan's unique geographic location, visitors may take hours to get Helmsdale depends on the means of transport, the information provided before their arrival such as opening times is crucial for visitors traveling from far. One visitor recently reviewed their experience on TripAdvisor as 2 stars out of 5:

Leaflet we found in holiday let said winter opening Tuesday, Saturday and Sunday. We arrived on Tuesday staff informed us it only open 2-4pm!...

Another wrote 'Not much to see':

...The gallery was closed and there appear to be what looked like a meeting, going on in the café so we didn't venture inside.…

What is important of above mentioned comments is that all communication channel should be kept updated and accurate and clear message of what is on offer. As academics note that the message communicated to customers' needs to be consistent and accurate to avoid discrepancy and dissatisfaction (Alcaraz, et al., 2009; Wilson, et al., 2016).

Another factor that could affect visitor experience revealed from the comments is the educational value of Timespan. The reviews on TripAdvisor suggest that the history of the area is the Key driver for both national and international visitors to Timespan. Particularly, the Clearances attracts those of whom are interested in their Scottish ancestry. As on reviewer wrote:

Good venue for researching local Scottish ancestry…

One thing worth to note is that the display of history collection has somewhat changed, one reviewer noted:

It used to be much bigger and more interesting, with the museum itself laid out over 2 floors instead of just 1 as it is now…

This indicates that the balance of curatorial design and art exhibitions should be take into consideration as exploring the history of the area is suggested by majority of the remarks which emphasis the educational value of these custodial and educational aspects.

In relation to display, there appears to have a vast amount of reading material on-site for visitors to explore. On the one hand, it provides a high level of educational value for the visitor and increase the likelihood of patronage, particularly those of whom interested in history and willing to spend their time stay in the premises to read and get a full experience. On the other hand, one aspect should not be neglected that is the suitability for different segments. It may be understood that adults are capable of reading sophisticated literatures, whereas some children may find it hard to understand and even dull to read a large amount of information which lead to disinterest. As one reviewer referred the comment of his/her 11-year-old child that the experience as 'absolutely terrible'. It may be argued that this comment is dated back in 2014, Timespan may have evolved since and it may not represent majority, however, in this consumer-

led economy, it is challenging for museums to maintain a long-term success and by simply displaying the museum collections would not be enough to drive a unique experience, interactive facilities could add enjoyment to young generation. As another reviewer wrote in 2015:

> *…Also by deploying a number of concealed cuddly sheep, which goes down very well with the younger generation.*

Not only young generation, but also old generation whom may have less ability to read or need assistance to read. One comment says that:

> *…It's worth a visit, but be prepared for a long read...don't forget your specs!!.*

Another recent comment says, 'Not for everyone':

> *... Probably great for rainy day and for those that read all the literatures and signs.*

The implication is that different approached may be used in interpreting materials and collections in order to cater the needs of different segments at all times. Audio guide device may be deployed to add value to people whom do not wish to read during their visits, or whom need assistance to read. From another perspective, it may be a way to manoeuvre visitor through the museum so that visitors would not be overwhelmed by large amount of information.

This is as Hume (2011) suggests that to ensure a sustainable competitive advantage for museums, other aspects such as technology integration, the ease of interaction, the performance of amenities and customer service, apart from custodial components that influence visitor experience also need to be optimised to ensure a value experience and to increase retention. Majority of the reviews cited their experience in Timespan in relation to Café and shops. One visitor expressed:

> *What a lovely place! Interesting for local geology, art exhibitions, shop and lovely café with a great selection of teas, coffees, home bakes, soup etc. Delightful place to stop in this picturesque town.*

Some visitors wrote:

> *...We also enjoyed the café with the homemade soup...*
>
> *...lovely gift shop, changing art gallery and cute café complete the whole attraction. Fab way to spend a morning or afternoon…*

Visitors would not evaluate their experience as separated elements but including all what is offered throughout the premises. No matter the detail may as small as it could be, it

would manifest itself when things gone wrong and affect visitor experience. For instance, lighting issue has been frequently cited in the reviews. As one remark indicated in 2013:

> *…faulty lighting means you can hardly see many displays…*

The brightness of the light and the colour of the light should be taken into consideration giving the comfort of visitors as priority which is part of their experience. Thus, facilities such as lighting should be regularly checked and fixed when necessary. As far as the data reveals that, not only the number of times lighting problem has been mentioned over a period (it was mentioned in 2013 and in 2015), but also the same problem had been noted by some visitors before their arrival at Timespan. Nevertheless, the situation seemed to be somewhat unchanged and being commented again on the same matter. For instance, one review in July 2013 noted that:

> *…The light was flickering, which we were told was a temporary fault, but I notice someone mentioned this fault back in June, so maybe it needs fixing …*

Another one in October 2013 wrote 'Lights are still flickering':

> *We too were told that the lighting was a temporary issue and it did somewhat spoil our experience as we could not view a substantial part of the exhibits.*

As these comments demonstrate that, attention should be paid to maintain the function of facilities to avoid this kind of comment from happening since other potential visitors would see these comments and therefore influence their perception towards Timespan.

Furthermore, the analysis of these comments find that service quality by front-line staff has a significant contribution to consumer experience, which is in line with the view of other academics (e.g. Gilmore, 2003; Kasper, et al., 2006; Wilson, et al., 2016). It appears that the staff in Timespan genuinely delivers a high standard service and add value to their experience. One visitor wrote:

> *Was directed to time span to research the whereabouts of a croft/land that I and my brother inherited, the researcher that I needed to speak to wasn't there but I left information I had and said I would return following day, I went in day after and information was all waiting for me including the phone number of a local who could help me in showing me where land is. Well done Timespan.*

These indicate that staff is one of the indicator of Timespan visitor experience. As far as the data suggest, friendly and helpful are the frequent used words by reviewers to describe their encounter with the staff.

5.2 Interviews

5.2.1 General Summary from On-Site Interviews

In this paper, two main qualitative methods of research were undertaken; First the secondary data that was mentioned previously, and second the interviews. These two parts complete one another, as the collection of secondary data offers the possibility to collect data that would otherwise be inaccessible; by finding opinions and comments on the target subject from individuals from all parts of the world. In depth, one to one Interviews offer deeper insight into the main objectives of the project, thus the reason why the choice was made to combine the two forms of data collection to gain more insight into the perceptions of the public on museum layout.

More specifically, for the current project the interviews were held on a quiet day for the cultural centre so we only had the opportunity to interview 4 individuals. All were aged over 60 and had visited other museums and exhibitions in the past; their experience as museum visitors was valuable for understanding the change of trends throughout the years. They considered the identity of timespan to be mostly a museum. They found the overall appearance of timespan to be inviting and interesting although 2 of them found it lacking in terms of information provided in terms of clearance history and richness of the exhibits, making suggestions for improvement.

As far as negative impressions are concerned, outside signage was found lacking, and 2 of the visitors did not understand that the second-floor part was an exhibition that is not permanently set up but changes often. Reception needs to provide clearer information concerning the different parts of the cultural centre and information provided on exhibits need to be more detailed. And finally, outside signage needs to be improved.

Importance was placed in uncovering both positive and negative feedback in the data as both elements could be a source of new ideas that could improve museum layout and visitor experience.

5.2.2 Glasgow Interviews

In this part, the findings deducted from 9 face to face interviews done in different stages of the project will be discussed. The first four interviews were conducted on site in the cultural center of timespan and five interviews with people aged from 45 to 70 that have visited at least one museum in the last 12 months. Great importance was placed into interviewing individuals of different age groups as museums are visited by all ages and s variety of opinions was very important for the richness and validity of the data that would be generated. The main themes that these interviews were set out to investigate were the location where visitors got their information on museums. The main themes running through the qualitative research investigation were: interactivity vs tradition, what visitors would want in a museum to repeat visit, in what ways are people informed on museum/gallery/cultural center news, happenings etc., and signage and museum layout.

5.2.3 Participants

The researcher selected participants were by convenience, and from those who volunteered themselves to participate in the interview by being approached directly and asked if they would be willing to participate; as the lack of a data base containing volunteers for interviews limited the choices when picking participants. Participants of two categories were selected. All were asked if they would like to take part in an interview and were given explanations and details concerning the ethics part of the interview as well as given to sign a consent form.

First 4 participants were interviewed; the demographic criteria in the first case were more flexible as the main goal was to discover what category of people would visit the museum (age, occupation etc.), and a variety of individuals (in age, profession etc.) was important. All participants that took part in the process and were interviewed on location in the timespan museum were aged 50+ and were pensioners, no longer part of the workforce who had ample time to tour around Scotland to visit towns and local heritage centers; learning about Scottish culture and heritage. Three females and a male participant, the first female participant being a local that had visited the sight many times the second female participant and her husband came from Dundee and had never visited

the site before and one final female participant that came from London to visit the small town of Helmsdale without knowing about the museum and decided to go in when passing by one day.

The second part of the interviews was conducted outside the Kelvingrove museum. After talking with the museum officials, the researchers could wait outside the museum and were able to randomly receive five more participants. Of the 5 survey participants, most respondents were in the 45-60 age group and male.

5.2.4 Data Analysis Strategy

In this paper, the qualitative analysis of the interview data gathered will be analyzed. Upon completion of the interviews, the in-person interviews were transcribed into electronic format from handwriting the answers to the interview questions, as most participants were refusing to participate if the interviews were recorded. As this was the case with the majority of the interviews the researchers decided to take the same route with all of them as not to taint the final data with answers that were recorded in different ways.

After reading through the interview transcripts as a whole, notes were made on the initial impressions on what were read. The transcripts were reread again one by one considering each line for important details that could be useful in my analysis and in withdrawing the desired data. After, the data was coded; Keywords and phrases appeared as word clouds, which were analyzed and encoded (Saldaña, Saldaña and Miles, 2013) with suitable category labels. Words were labeled, sentences and phrases that were relevant to the main research questions that were about decision making, opinions on museum layout, differences between modernity and the classical, processes concerning how staff welcome visitors and offering information. The decision on what was relevant and useful when coding was taken on the terms of elements being repeated several times in different interviews, other elements that one of the interviewees specifically pointed as very important and finally there where some element that the researchers did not expect and came as a surprise.

Once codes were placed into categories a comparison between them was made and they were summarized even further into sub-categories. Finally, the axial coding method was used to identify any relationships between the codes (Saldana, 2009, p.151) to further analyze results

from the first two stages and discover how the new categories and sub-categories interrelated with one another. The research findings and journaled memos of understandings were again reviewed, and then triangulated. Finally, new occurrences and findings were recounted as they are relative to the implications of the study.

5.2.5 Data Analysis and Coding

The purpose of the Discussion is to state my interpretations and opinions and explain the implications of my findings in the end suggestions for future research will be made.

The first phase of the coding process was completed under Structural coding. The initial data collected through what was noted during the interviews were placed under relevant labels.

The labels were named: understanding, interest, decision making, interactivity, cultural center visit, museum, repeat visit, modernity, classical; the main goal was to start organizing the data in line with the research questions.

What derived from the first-level coding was the elements of age and locality of the visitors of museums that indicate that the biggest percentage of museum visitors, especially in small remote areas are people aged over 50+ that no longer work and have plenty of time to explore and have longer holidays.

During the second- level coding process, the data from the first-level coding was reduced from nine to four main themes: interactivity vs tradition, repeat visit, in ways of getting informed, signage and museum layout. What was necessary to be identified was interactivity vs tradition, what visitors would want in a museum to repeat visit, in what ways are people informed on museum/gallery/cultural center news, happenings etc., and how signage and museum layout and facilities affect the visitor experience as well as what was more attractive to visitors, a modern layout filled with technology or a classical layout that follows the traditional museum settings.

5.2.6 Findings

The data analysis revealed that most of the participants were invested in technology and welcomed it when offered in the structure of a museum/gallery. Despite that all participants except one stated that they would prefer a mix of the two as there are too valuable to be set aside for the sake of modernity. Also, another interesting element that came up was the desire of most

participants to be able to visit a museum/heritage center as a family (three participants had grand-children, nieces and nephews of a young age, and one participant) for this to happen successfully a museum must provide both the classical and interactive to entertain a person of any age. This data was taken from the interviews conducted with participants that had not visited the timespan museum before.

- **What visitors would want in a museum to repeat visit**

Changes were shown to have a significant impact on the decision on what location to revisit. Participants stated that art exhibitions that changed constantly were a point of interest that they would reconsider visiting. Also, good food and coffee was also an element that would make them return.

- **In what ways are people informed on museum/gallery/cultural center news, happenings**

Participants that were aged 65+ stated that they were mostly informed by television, radio and newspapers, whereas participants aged 50+ had knowledge of the internet and googled their information or went into social media(Facebook).

- **How signage/exhibit lettering and museum layout and facilities affect the visitor experience**

In this part of the interviews some interesting elements were deducted. Participants discussed about the layout of exhibits, as well as facilities such as good quality food and coffee and friendly staff. Visitors interviewed in timespan found the heritage center to be very welcoming and open with a good reputation for the food and beverages offered. They also found the staff to be informing and welcoming, but most of them had not been adequately informed on the existence of an art exhibition on the second floor and either ended up there by wandering around or for one lady she didn't go at all as her general interest had been limited due to lack of adequate information. The lettering on the exhibits was also found to be easily distinguishable in most museums and suggestions were made by the participants for natural light, classic letter fonts and not "fancy fonts" that are difficult to read, as stated by one female participant. An element that is of particular interest in the fact that only one participant said that he reads everything written on an exhibit. All others admitted to just skim reading due to not wanting to waste their time in details that were of little importance.

For the interviewees in the city of Glasgow three participants stated that good quality food and coffee is important to them as it adds to the overall experience and creation of a good reputation.

5.2.7 Discussion

The Qualitative analysis process started by identifying main themes such as museum/cultural center experience to be able to form the questions that were going to be asked during the face to face interviews. As stated in methodology the sample size used in the current case is smaller than that used in quantitative research because this case is more concerned with understanding a phenomenon more deeply and is concentrated on the how and why of a topic, process, situation, subculture, scene or set of social interactions.

After the interviews were done it was important to code the interview transcripts to interpret them to get the meaning out. Connecting and interrelating data was also a very important step in deducting the conclusions that were important for the completion of the overall project. After the data were coded the aim was focused in conceptualizing the underlying patterns and creates codes. The main codes were: visibility and comprehension, interest/amusement, choice of museum to visit/repeat visit, interactivity vs tradition. Interactivity and tradition were a part of problem solving, as one of the main questions that the project was set to investigate was "should museums be interactive and modern or stick to tradition and traditional values?"

> "The final product of building theory from case studies may be concepts, a conceptual framework, or propositions or possibly mid-range theory… On the downside, the final product may be disappointing. The research may simply replicate prior theory, or there may be no clear patterns within the data." (Eisenhardt, 1989, p. 545).

RQ 1: How to enhance customer experience.

Based on the shared views from people who participated in the interviews, this research identified four elements that appear in most cases: create an area that can cater to all ages by providing interactivity together with the classic museum layout. Moreover, adequately train staff to be informing and accommodating to visitors, have adequate light and clear lettering on the exhibits, making sure that there is a balance between enough and too much information. Finally, provide good quality food and beverages to improve and maybe conclude the overall experience.

RQ 2: What elements would cause repeat visit.

The final conclusions from the opinions of the people interviewed showed that a layout that includes exhibitions that change often, good products offered in the establishment cafeteria, friendly and informative staff as well as a range of different activities and interests offered, would attract back most of the one-time visitors.

5.3 Observation

5.3.1 Observations of Timespan

The starting point for observing the target museum, it is naturally concerned about the whole surrounding environment of Timespan (outlook of building, guide signage). Once inside, there is a reception desk behind the entrance which equipped with a staff to help visitors to introduce and gain information about Timespan and the whole town. In the first floor, except reception area, on the left hand of entrance is a café and a garden, on the right hand, successively is elevator, toilet, gift shop and exhibition which rely on visitors to manoeuvre the route to step by step understand the history of Helmsdale. Then, turn to the second floor, after going up from the ground floor, on the right hand is a modern gallery, on the left hand is a place to present literatures about Helmsdale and communication workshop for public. Even though it is a small place for museum and gallery, it has enough functions to spread the culture and history of Helmsdale. It includes exhibitions of a history of Helmsdale, display the changing of lifestyle of local people clothing, living and working, achieve of local people and events and frequently undated modern gallery show. All of these parts of Timespan have successfully illuminate the local history and whole present an all-around introduction of Helmsdale. Observation of both physical environment and exhibitions which subsequently proved by observation of behaviours.

5.3.2 Observations of Behaviour

The actions and reactions of visitors walk through the museum which is critical important to mention the details of displays can be promoted. Related to the literature mentioned before, through abundant observation of visitors' behaviours during the travel, there are a lot of understanding of visitors' experience developed in the museum and can farther create a comfortable environment for all visitors to satisfy them. Therefore, the following findings about observations at two significant parts: external signage (guidance around the village) and signage

inside the museum. The reason for choosing these themes are firstly notice and attract visitors travel to Helmsdale and secondly for better guide the visitors to manoeuvre the route and further increase the customer perception and finally enhance the quality of service and satisfaction of visitors after journey.

5.3.3 Observations of External signage (Guidance Around the Village)

The museum Timespan which located in a great place is a good destination for visitors to experience culture and history in Helmsdale. Hence, for attracting visitors, it has already post huge logo outside the wall of the building, display a poster of Timespan in local train station and local note boards and build several road signs behind the main road enter and exit the village. However, it is still having some signage can generate the effects of attracting visitors to come into the museum.

Additionally, considering the location of Helmsdale, apart from the visitors who travel by train, many visitors drive to Timespan. Clear signage guiding visitors to reach to Timespan is important as part of their experience. For those already had a long drive, would be willing to arrive their ‘adventure’ point smoothly and merrily, if their journey is taking in a rainy day which may be even more critical to not let their mood to be spoiled before their arrival. Furthermore, relying on the observation of this marketing group, the harbour is a beautiful and famous attraction in Helmsdale and visitors take a good part in the harbour and take photos with the landscape there. However, around the harbour, there are no any signage and notes to introduce visitors that just few minutes’ walk distance away located an interesting and attractive museum there. From the viewpoint of marketing promotion, it is a potential area for mangers of museum to satisfy customers’ perception of destination. A tangible signage or guidance which for attracting and promoting visitors to enter into the museum can be an effective method that based on the necessary element of service quality.

5.3.4 Observations of Internal Signage

The first good part of signage in the entrance which show huge welcome to public is pets welcome signage. It is significant to build a positive impression on a visitor who ever come into Timespan before.

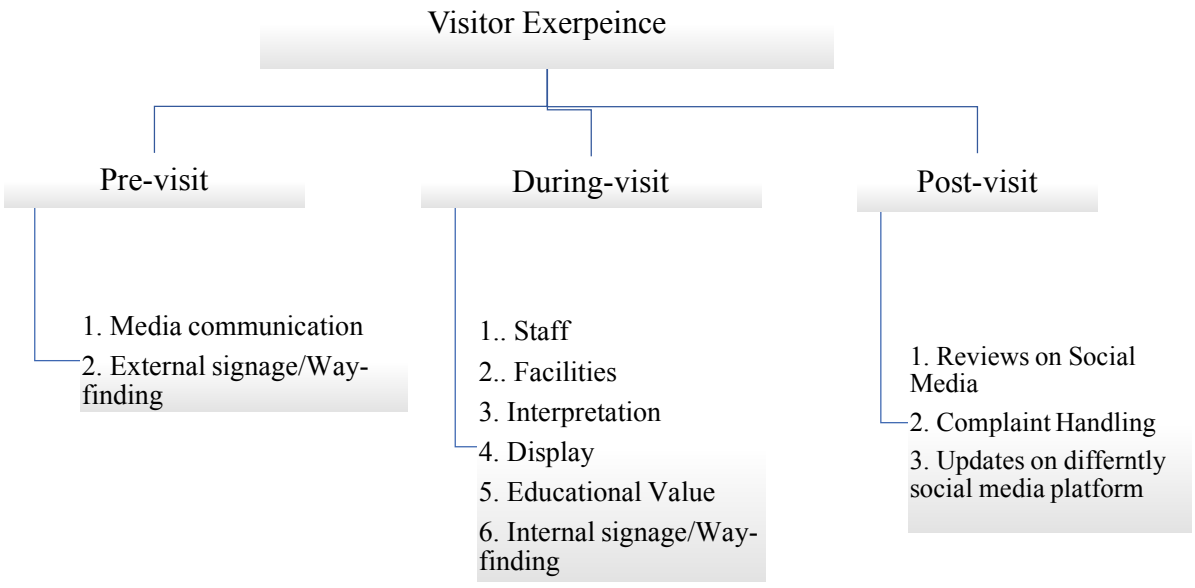
Based on the visitor's review on TripAdvisor that the title is "strange place, bit disjointed" mentioned that "I was the only one to go into the museum, it didn't take long to go around and was a bit disappointment, it was a rainy day so was a break from that, would have like more into on the gold rush and about panning etc. shop was well stocked." From this review from visitor, it can be identified that not every customer like the exhibitions or displays presented by museum. Each customer has his own interest based on their background such as gender, age and education etc. Moreover, lead customer to visit their interesting items and guide them to the right place with the remarkable signage. In fact, the faster visitors realise their private route to across the museum, the more satisfaction they will fell about the experience and finally it will react to the online review and physical visitor feedback. A good signage is a good method to interact with visitors and give pleasure to them. By analysis target visitor group's habit, the new effective way of signage can directly attract certain visitors' interests and satisfy them by present what they prefer to explore in the museum.

6. Recommendations

6.1 Implications to management

The findings and discussions have suggested many factors that could influence Timespan visitor experience. They could be categorised into three broad categories according to visit sequence namely pre-visit, during-visit and post-visit (see Figure 1). Although there is no single formula that museums and exhibitions could use to influence visitor experience, this may provide a holistic view for Timespan to consider the possible improvement to make in delivering a valuable experience and to build relationship.

Figure 1. Timespan visitor Experience



From pre-visit section, media is most important element for visitors to find information regarding Timespan. To keep current and potential visitors with updated information, news and promotions is predominant concern. Timespan has employed social media platform such as Tripadvisor, Facebook, Tweeter, Google Plus and Instagram. One more media maybe add to the channel list – Pinterest. The merit of using Pinterest and guideline have been provided in this case which will be elaborate in the next section. Using on-line platforms is undoubtedly a good way to do, however, management should take search behaviour of different visitor segments into consideration. Meaning that although social media has been largely used by consumers

nowadays, some visitors may not use social media or may not use that frequent. Off-line media such as newspaper and printed leaflet should also be kept updated. For instance, visitors may pick a leaflet from a hotel of which they stay and decide to pay a visit. If the information such as opening times and/or current offering is not matching what is being promised on the leaflet, naturally, their experience would be affect. Thus, both online and offline marketing should be kept coherent and updated. As for the signage and/or or way-finding is an important factor Timespan is focusing on and will be given attention to, so that both external and internal signage will be discussed in more detail in the following section.

There are many factors being noted to have influence visitor experience during visit, Timespan is position itself as an institution not only to provide educational value, but also service experience value. Thus, both tangible and intangible elements are in the scape of consideration of which visitor perceive as valuable. For instance, custodial collections of Timespan and history of the area should be carefully checked to avoid misinterpretation, and the way it is being presented needs to cater the needs of different segments (magnifying glass or audio guide may provide for special needs). Other equipment should be regularly checked to ensure a stable function. As well as the staff should continue to provide a consistence service delivery. In terms of post experience, the reviews on online platforms should be carefully managed. By means of replying promptly to positive and negative reviews shows the attitude of care and responsibility to consumers both current and potential. It also reveals the room for improvement.

Apart from above mentioned dimensions, another point considered worth to note is that, interaction between Timespan and visitors on social media (i.e. Facebook) is somewhat thin. There are 38 reviews on Facebook but only 10 with written comments. Management may focus on building relationship through these platforms by means of identifying some influencers to start interactive discussion. For instance, creating a community group on Facebook and invite residents who have positive inclination towards Timespan in discussion, visitors could also be invited to join the group. Timespan could act as a leader to encourage them posting pictures of Timespan, Helmsdale and/or Sutherland and to share their stories. By doing so to create a bond and build relationships which as the comment on TripAdvisor says, ‘has a more community feel to it’.

6.2 Signage Recommendations for Tourists

Helmsdale being a small region (village) by itself, it has very few tourist attractions and all of it are mentioned in every place. Timespan is one of them (with directions, photographs). However, a lot of places have been identified where advertising and promotions of Timespan can be done.

1. The harbor - the harbor did not have any information on Timespan or other attractions. The harbor council has a huge notice board that displays some information about the marine life, harbor timings etc. Timespan can negotiate with the council and put up their posters as it helps the tourists to gain more information.

2. Helmsdale Community Health and well-being hub- guessing the events hosted by timespan goes here, a general poster too can be put up as a reminder of a place for fun activities, learning, shopping and exploration. It also has an in-house cafe which can have customers on a regular basis so we can be sure of it being noticed.
3. The north roads heading south do not have many sign boards. From south to north the place can be identified easily, also there are a lot of signboards.

The attractions in a tourism destination has a lot of relationship with its local background and cultural context. There is a possible situation that visitors wish to experience a series of attractions based on the same cultural context which match their interests. Moreover, in some case, it is an expansion of brand awareness and brand images in local tourism industry. The concept of guidance in other attractions around the destination is an effective method to attract visitors travel to the target museum. Besides, in the main transport area and local hotels which have a large number of flow of people also can be an idealistic station to spread brand awareness and advertise lasting exhibitions and events. In the case of Timespan, the following suggestions below therefore emerges as important: 1. Post an up to date poster at the local bus station with clearly describe the interesting point of the museum; 2. Negotiate with local hotels and B&B to leave the advertising cards in the rooms; 3. Build signage for guidance in local attractions such as harbour and breaches which from the cultural context have relation with the museum.

Museum as an integrate product presented to the visitors, its individual elements disclose its own cultural and value corresponding to the museum, not only from its collections,

exhibitions, but also its logo and signage. In the overall design of the museum, the visual signage is the key and important link. Not only to the visitors to bring convenient and can be impressed with the signage design. Signage of museum is linked with the museum's brand culture, information management of museum. The internal signage of museum existing in the circumstance, the context and design of signage should connect with the environment of museum, to make it a unified, harmonious aesthetic subject. From the point of customer perception, it can enhance the experience of visitor and leave a unified impression of museum. According to Zeithaml et al (1990) supplementary explain that the service perceptions of customers not only make at the end of service process, it also generated during the period of service delivery process. For further understand the generation of customer perception, the judgment made during the process of service delivery process and more at post-consumption period. Based on this understanding, it is crucial to satisfy visitors and make them leave a well perception of the journey of visiting the museum. Also, it is profit to satisfy customers by identify the most valuable perception from visitors' feedback improve the value of service to match core customers' perceptions by update the signage inside the museum. In the case of Timespan, the following suggestions below therefore emerges as important to internal guidance: 1. Utilizing the similar or same colour, design idea with the museum logo into the internal guidance to link the signage with the context of museum; 2. Use simple logo to describe the different parts of museum to clearly introduce the content of different function of every part. Besides, the easy understanding internal guide signage with friendly well-quality staff can further enhance the service quality and customer experience and satisfaction.

6.3 Pinterest Guidelines

6.3.1 Pros of Pinterest

- 150 million users
- 67% are under 40
- 54% of women 34-55 are on
- 35% have household incomes over $100,000+
- Male users grew by 120% in 2016
- 93% of pinners have used Pinterest to plan a future purchase

- 5% of site traffic comes from P, second to FB

("Pinterest For Business: The Definitive Marketing Guide")

- the Pinterest half-life is 1,600 times longer than FB
- Average user spends 14.2 minutes pinning every time they log in
- Pinterest was fastest growing social media in 2014, grew 97%
- Pins can show up 4-5 months after pinned

("How to Use Pinterest For Business: "Getting Started" Guide for Beginners")

6.3.2 Step-by-Step Guide

1. Create business account and verify your website
2. Use “rich pins” or “promoted pins” –
    - look like regular pins, but a paid to be there
    - have on-click technology that brings pinners to the source or the app quickly
    - you pay per 1,000 impressions
    - engagements campaigns help people interact with your pins - others pin and like the pins
    - traffic campaigns send people from P. to your site
    - movies, recipes, articles, products and places
3. Add Pinterest widget to your website site
4. Make your business offerings available on Pinterest - name, address, other social networks
5. Use engaging captions, explain why they are useful to others, always add you links into captions, and always use calls to action where possible
6. Make your website Pinterest friendly, so others can pin your content - just add the "pin button" or "follow button", also optimize website to allow for "rich pins" which have more than just basic information attached
7. Use a combination of original and curated context with emphasis on articles or photos from your own site - great pins are compelling, helpful, actionable, and help people discover and share ideas

8. Always use high-quality images
    - ones that people want to share
    - use text overlays to help people discover faster
9. Always be consistent with branding
10. Make good use of lists
11. Use vertical photos whenever possible
    - Vertical images can have an aspect ratio of 2:3 to 1:2.8 and must be at least 600px wide.
    - Pinterest doesn't recognize background images, images embedded in iframes or within Flash websites.
12. Learn the Pinterest categories that apply to your business (for TIMEPSAN: art, DIY/crafts, education, food and drink, gardening, history, holiday/events, kids/parenting, outdoors, photography, products, quotes, science/nature, technology, travel, weddings, other)
13. Pin useful content people are proud to use and are - tutorials, lists, how tos, infographics (perhaps information about genealogy, or growing plants)
14. Create a context calendar
15. Create boards and pins relating to customers (such as weddings and events they've had people who found genealogy)
16. Invite others to contribute to your boards and use your @name (fundraisers, events, team bonding, etc)
17. Create boards that are themed for holidays and events (summer)
18. Use Pinterest analytics
19. Comment and like others' pins to show support

("Pinterest For Business: The Definitive Marketing Guide")

20. Set up at least 10 boards - name them with key words and phrases

("How to Use Pinterest For Business: "Getting Started" Guide for Beginners")

21. Cool Pinterest ideas - gifts, reading lists, events, redesigning interiors and office spaces, giveaway and prizes

(Know)

6.4 Guidelines for Handling Customer Complaints

1. Listen - Identify what the complaint is about
2. Acknowledge the complaint within two working days of receipt
3. Investigate the complaint; reply using a conversational tone, address their name in the response, show empathy. Provide the name and position of the person who has investigated the issue.
4. If it is a mistake, acknowledge it. Let he/she know the issue will be fixed.
5. Switch channels, if the customer response appears to be aggressive, management should have their contact detail to investigate, by inviting them to contact directly with company email.
6. Do not reply more than twice in a single conversation, and switch channels.
7. Go extra mile, Follow up customer concerns.
8. Consider if one issue that have been mentioned more than two times and take actions to deal with it.

6.5 Front Desk Script

6.5.1 Museum Script for Young Visitors

1. When visitors enter the gate

Hello, Welcome to Timespan!

My name is xx, How may I help you today?

- Judging by their answer, receptionist may be able to tell whether they are first-timer or re-visitor.
- Weather they are looking for exploring museum, exhibition, or their Scottish ancestry.

Or ask directly are you first time to Timespan?

If Yes, provide a clear instruction of what it is on offer regarding museum and gallery, then briefly introduce the café for them to take a break.

If No, ask them when was the last time did they visit. Providing information of changes since their last visit accordingly.

2. Ground floor explanation

On your left hand is our virtual reality equipment. Go forward is our collections and exhibitions of lifestyle display. You can experience how former people live here.

The museum is on your right hand side through the door (point to the customer), Where you will find xxx. If you wish to take a break whenever you feel like, you could take a seat in our café which is on your left hand side. There is a collection of homemade cakes and soup, teas and coffee. Manu can you found on the the black broad (point to the customer). There is also a garden outside and our stone collation besides the river which you could access through the other side of the café (point to the customer).

3. First floor explanation

As for the exhibitions which is on the right hand side when you reach the first floor, we support our local artists and we hope to bring an infusion of contemporary culture of Helmsdale and Sutherland community to Timespan. Currently, we are collaborating with artist xxx. The exhibition is about xxx. We hope you will enjoy.

On your left hand when you reach the first floor, you will find our our collection of achieve, very valuable photograph record people in here (if you are looking for information of your ancestry, you will find useful documents there).

Go through the passageway, it is our workshop, for today's programme, you will take part in the activity for…"

If you need any other help, I will be here to assist you (big smile!)

Hope you enjoy your journey here.

6.5.2 Museum Script for Elder Visitors

1. When visitors enter the gate

Good morning/afternoon, welcome to Timespan!

My name is xx, How may I help you today?

- Judging by their answer, receptionist may be able to tell whether they are first-timer or re-visitor.
- Weather they are looking for exploring museum, exhibition, or their Scottish ancestry.

Or ask directly are you first time to Timespan?

If Yes, provide a clear instruction of what it is on offer regarding museum and gallery, then briefly introduce the café for them to take a break.

If No, ask them when was the last time did they visit. Providing information of changes since their last visit accordingly.

4. Ground floor explanation

On your left hand is our virtual reality equipment and I can display this for you. Go forward is our collections and exhibitions of lifestyle display. You can experience how former people live here.

The museum is on your right hand side through the door (point to the customer), Where you will find xxx. There some reading materials, you may find interesting to read. We also provide audio devices (if available) to enhance your experience while your exploring our collections. If you wish to take a break whenever you feel like, you could take a seat in our café which is on your left hand side. There is a collection of homemade cakes and soup, teas and coffee. Manu can you found on the the black broad (point to the customer). There is also a garden outside and our stone collation besides the river which you could access through the other side of the café (point to the customer).

5. First floor explanation

Here is a lift you could use to go upstairs.

As for the exhibitions which is on the right hand side when you reach the first floor, we support our local artists and we hope to bring an infusion of contemporary culture of Helmsdale and Sutherland community to Timespan. Currently, we are collaborating with artist xxx. The exhibition is about xxx. We hope you will enjoy.

On your left hand when you reach the first floor, you will find our our collection of achieve, very valuable photograph record people in here (if you are looking for information of your ancestry, you will find useful documents there).

Go through the passageway, it is our workshop, for today's programme, you will take part in the activity for…"

If you need any other help, I will be here to assist you (big smile!)

Hope you enjoy your journey here.

6.6 Information to Be Given to Coach Drivers

Note that, this is not within the scope of research finding as there is no data available to analysis, however, not only it is requested by the client (i.e. Timespan Management), but also considering there are many summer visitors arrive by coach tour, so that this information guide is provided out of good will and with in the ability of researcher.

We have now reached Helmsdale (Gaelic: Bun Ilidh).

> *We are on the east coast of Sutherland, in the Highland council area; the village was planned in 1814 to resettle communities that had been removed from the surrounding straths as part of the Highland Clearances.*
>
> *Helmsdale is a fishing port on the River Helmsdale, and was once the home of one of the largest herring fleets in Europe. The river itself is well known for its fishing and for the gold rush era. Gold rush: Two parts of the river were the scene of a gold rush in 1869.*
>
> *Helmsdale is famous for its Highland Games which are held on the third Saturday in August each year, and the evening Marquee Dance when the village population of 700 more than doubles thanks to visitors attending the dance. As well as Helmsdale Castle, the location of the murder of the 11th Earl of Sutherland in 1567 and his Countess Marie Seton by Isobel Sinclair.*
>
> *If you are interested in learning more about the area's history, the clearances, gold rush and fishing history; or even having a nice coffee or snack right on the side of the beautiful river I would suggest timespan: Timespan is a cultural/heritage center Established in 1986."*

7. Conclusion

To conclude, Timespan has a high potential for improving the visitation rate by implementing the above-mentioned suggestions systematically. The organization has an edge over the others in terms of modernity as it makes space for creativity (innovative and communicative notice/menu boards, highly active social media profiles and pages engaging in visitors' engagement and interaction activities) along with traditional and historic artifacts that take you back in time to narrate the stories of notable migrations, wars, and settlements. Institutions like Timespan draw upon locally specific heritage and cultural objects to create distinctive identities for an international audience. The museum's aim is to educate and promote the historical and cultural importance of Helmsdale and service experience primarily focusing on increasing the rate of visitation by tourists across the world. A holistic museum design that can cater to many different needs, amusement, knowledge, food, excitement is necessary for Timespan. With the development of a stronger customer service experience model, as well as maximizing its collections and international collaborations, and implementing more effective signage, Timespan can gain more importance in the region.

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9. Appendix

9.1 Transcriptions of On-Site Interviews

9.1.1 Visitor 1

1. Are you a local or national or international?

   Female, aged and came with grandchildren, Lives in next village i.e. Local

2. Where did you first hear about Timespan?

   I know this place many years ago, when it first opened. I have been to Timespan many times. I first came to know was via newspaper.

3. How do you find signage and information to guide you through Timespan?

   The reception was very helpful to introduce where you need to go, well sign posted and very easy to go around.

4. Can you describe your journey going through Timespan?

   I go to museum first then go upstairs.

5. What entice you to go to different section within the Timespan

   It is good to know the way of life many years ago and good for my grandchild to understand. I have also been to exhibitions and gallery many times.

   (behaviour is influenced by the interest of the companions)

9.2 Transcriptions of Glasgow Interviews

Greetings, thank you for accepting our invitation to this interview. Can we buy you a coffee? Could you tell us a little bit about yourself?

9.2.1 Interview 1

1. Are you a local or are you an international/European visitor?

   I am a local visitor and I live in Glasgow

2. What is your age span?

   FEMALE, retired nurse 60-75 years of age

3. Have you been to Timespan?

   I haven't been to timespan but I know of Helmsdale and the timespan museum because of my son going on a fieldtrip there

4. Have you been to any museum or art gallery in the last 12 months?

   Yes, I have been to a big Glasgow museum to see a comic book art exhibition. I have always liked comic books. I also like it very much when a museum or art gallery offers constant changing exhibitions it always piques my interest.

5. How do you decide which museum or art gallery to visit? (Social media, official website, leaflets?)

   I have no knowledge on use of computers so I tend to look through local newspapers for any new exhibition, listen to the radio or look for advertisements on television

6. Do you receive any newsletters from any museum?

   No I am not subscribed on any newsletters.

7. What characteristics define a place that you would consider revisiting?

   I look for three things: low fees, a close distance to my home and a good word to mouth and media reputation

8. While you are in a museum/gallery, do you use official brochure, or you use signage to guide your trip?

   I usually pick up a brochure and a floor plan upon my entrance in a museum to guide myself around. I don't have much interest in signage as I preferred to stroll around and focus on what might look interesting to me.

9. Do you read the whole descriptions displayed on museum exhibits?

I don’t really spend my time reading everything written on a museum exhibit. I only read things that are of interest to me or attract my attention

10. Could you see all the objects and inscriptions clearly upon your museum visits?

    If the inscription is placed too high up it is very difficult for me to read it as my eyesight is not so good anymore. Also, small letters make it difficult for me to read (the same goes for brochures. Also, when they have plastic covers instead of glass the light reflects badly on it and it makes it difficult to read.

11. What made the panels and labels easy to understand?

    If a label is well phrased and doesn’t have too many details that can become boring for the visitor. People usually stand and read only the things that specifically interest them; not unimportant details.

12. Do you prefer Interactive or classic museums?

    I am always interested in interactivity, music amusement and having a nice time. I am not interested in the classic Victorian style of museum