

**Metric**  
**speed of service delivery**

**Tucker**

Winning businesses eliminate customer waiting, whether in line, on hold or over time. Financial institutions will be forced to give instant mortgage loan approval. Retailers will need to innovate ways of avoiding lines, even if it means more selfservice.

Ask: How can we reduce the elapsed time at every step of our organization? What system or method changes must we make to facilitate speed of satisfaction?

**convenience**

Domino's Pizza built its competitive edge on convenience. This concept must be reexamined in light of changing, more harried lifestyles. Examples include the trend toward 24hour stock trading, real estate firms showing homes on video, special new services (shopping by computer, packaging services, etc.) for busy people. These are incremental improvements; larger gains will come from rethinking your entire operation to make your offerings more accessible, userfriendly, portable. Make doing business with you so easy that you create your own "Domino's effect."

**age waves**

The Baby Boom, Baby Bust and the graying of America present countless opportunities for creative response to these demographic groups. Imagine a motel designed so that the night clerk, instead of snoozing, launders sheets and towels in a hightech washer/dryer installed behind the desk. Rooms are designed to take less time to clean. Guests can use their own credit cards to unlock their doors. Sound farfetched? It's the way Sleep Inns are built today to counter the growing "Baby Bust" labor shortage. Brainstorm ways you can reduce the labor content while still providing the service your customers demand.

**choice**

Increasingly sophisticated consumers demand more options and customized solutions in both products and services. Future-focused leaders will anticipate new demands and see the need for increased niching, targeted marketing to subgroups (e.g. "divorced moms, ages 26 to 44," etc.), and passionate listening to customers so that their offerings reflect evolving choice demands.

**lifestyle**

Changing lifestyles are affecting every business. For example, sales of McCormick spices were flat because working women (and men) prefer easy-to-prepare meals and use fewer spices. Using an innovative response, McCormick phased out its red and white tins, replacing them with plastic jars with freshness seals. The jars enable consumers to see the spices and check for signs of deterioration. Recipe cards displayed with the jars show inexperienced cooks which spices to use on which dishes. How are changing American lifestyles affecting your customers? How can you profit by responding to these changes?

**discounting**

Look for price cutting to intensify even further, spreading to unlikely arenas such as real estate. For example, HelpUSell, based in Salt Lake City, doesn't charge home sellers commissions, but a negotiated "consulting fee." They hold the for-sale-by-owner's hand while letting clients do more of the legwork. As a result, HelpUSell is gaining market share. What's your strategy with regard to discounting? What prevents you from leading the charge?

**value adding**

If you're not going to be the low price leader, you must add value continuously. Four Seasons Hotels have a computer bank that stores information about each guest. Customer Smith prefers a nonallergenic pillow; customer Jones likes a rare kind of tea. Unocal decides to go 'high service' and wash windshields and provide clean restrooms for motorists under the slogan "We're still a service station." Brainstorm new ways to add value in your customer's eyes. Remember that the customer wants to know, "what have you done for me lately?"

**customer service**

Excellent customer service for beleaguered American consumers is so rare that people pay extra for it. But the real act of innovation is motivating excellence from employees even when the boss isn't looking. This is the real frontier for the 1990s and one smart leaders will devote creative energy to.

**technology**

Technology is advancing rapidly. The future belongs to executives who embrace its possibilities and lead out rather than play catchup. For example, FritoLay issued handheld computers to its 10,000 person delivery force, saving countless hours on sales reports, ordering and invoices. Management can spot trouble spots faster and change marketing to correct problem. Ask: What is our technoedge? Be innovative. Look for tools that increase speed, add convenience, raise productivity.

**quality**

Quality, as perceived by the customer, can quickly build competitive advantage because there's so little of it. Defects add aggravation to today's harried consumers. Businesses from Rolex to H&R Block have profited from designing quality into operations and exploiting it in marketing. Where do your customers perceive a lack of quality? Unsure where to start? Ask your customers what they think of your quality.

**Catch-all**

## Rowley

For museums the emphasis is on access time. This will depend upon the access channel, telephone, personal visit or computer network. For personal visits access time will depend to some extent on location, and also on access to services within the museum.

convenience is often closely associated with speed of delivery and, as with speed of delivery, location may be a significant factor in convenience. Convenience is also reflected in how well the service matches the requirements of the user, and will be influenced by opening times, range of services available from one service point and the extent to which specifically tailored services are offered for specific groups of users

These are concerned with responding to demographic changes. Museums may be concerned about the need to offer special services for children or the elderly and demands for these services will vary as the age structure of the local population changes

## Interpretation

Speed of service delivery can be translated into a virtual environment as access speed of the server on which the exhibition is located. The question asked would be to do with lag (slow server reaction time) as experienced by the user. Lag is most often noticed in Second Life when groups of avatars cluster at the same location.

As content in Second Life is developed entirely by its users and some of these developers may prefer aesthetics to functionality, a problem can arise with ease of navigation such as circular staircases. The notion of convenience can be translated to accessibility in terms of the layout of the exhibit

Here we are looking at the design and facilities of the exhibit being appropriate to the users experience level within Second Life. This is the notion of the Avatars age rather than the Users actual age.

Customers appreciate options - different products at different prices.

Museum managers possibly tend to be a little too wary about choice, and there is always a legitimate concern that by offering choice the museum service is not undermining the viability of another service or product. Taking a wider perspective, the museum manager needs to recognise that the museum may be one of the leisure and information delivery channels open to the user and must seek to differentiate in marketing terms this service from others.

The lifestyle of customers is important in assessing which products or services they might appreciate. Is time precious or is a leisurely experience paramount? Where do customers spend their time? What are their priorities? These are just some of the questions that might be considered

Discounting is common practice in the wider marketplace as a means of attracting new custom. Museum services are not variable in their price sensitivity. Some prices are low and some services are free but others may be priced at a level comparable with other tourist attractions. As the marketplace in general becomes more competitive and pricing becomes an even more pressing issue, discounting is likely to need to be considered more widely.

There are two perspectives that need to be considered when taking Rowley's description into account. The first is in the realm of variety, in so far as does the exhibition offer enough variety. The second is in terms of differentiation from other SL exhibitions, other SL destinations and also other forms of consumption/passtime apart from SL, eg. playing a video game, going to the cinema, reading a book, talking to family etc.

This factor is more focussed on the appropriateness of the exhibition in line with the avatars persona. This is further complicated by the role-play that many users adopt when using a particular avatar.

First we need to be aware that an exhibition may be for-profit or not-for-profit, they may be commercial, educational or artistic by intention. This can be considered in terms of other similar exhibitions available in SL.

The definition of value added service depends upon the initial service.

How can a museum add value to its basic display and education services?

What would tailor these services more appropriately to specific student groups?

Increasing the value of an exhibiton cannot be infinite or limitless. It can however be continually persued. The visitor should feel that not only are their basic needs being met but also surpassed.

Customer service focuses on the interactions between users and staff. Staff need to be pleasant and helpful and need to be empowered to respond positively to the range of requests that they might receive

This is an interaction issue, as Rowley states, between visitors and exhibitors. Eg. How easy is it for a visitor to contact an exhibitor?

All businesses need to embrace the opportunities that technology offers to improve the basic product or service. Museums have made wide use of videos and other techniques to bring historical periods to life. They need to continue to embrace developing multimedia technology which has the potential to simultaneously provide excitement, information and interest.

The focus here is on the use of multimedia technology enhancing the vistor experience e.g. Audio tours and video re-enactments. SL is a multimedia environment but not all forms are used in a given exhibition.

Quality is sufficiently important that the previous section singled it out for separate treatment

The previous section Rowley talks about explains that a quality service is one that fulfils the customers' expectations and notes that this is therefore closely tied with manging the customers expectations e.g appropriate advertising of new facilities but not to over-hype them.

## Survey Samples

The Erewash survey in their probing of parking facilities as well as in the British Museum survey question (q.18) regarding directions.

Here the Lutz survey asked specifically about expectations being met while the Erewash survey probed issues about opening hours and access throughout the building

Erewash (9D) asks about ease of reading labels and also about facilities/activities for children. The Lutz survey has a whole section of 5 questions based on childrens visitor experience. Question 12 of the British museum survey has an option 'good for kids' as a response.

## Questions

lag issues

I experienced lag while at the exhibit

Second Life ran normally while I was at the exhibit

appropriate layout

The exhibit was easy to move around

I found the exhibit difficult to navigate through

appropriate facilities

I found the exhibition as a whole too complex to use

This exhibiton on the whole seemed far too basic for me

None of the surveys probed alternate passtimes. The Erewash survey lists 18 possible types of exhibiton that the visitor might want to attend.

Variety

There was an excellent variety at this exhibition

I would have preferred it if there had been more to do/see at this exhibition

Questions 2, 3 & 5-8 of the Erewash survey pertain to the visitors lifestyle such as motivation for visit, make up of group and even daily newspaper consumption.

Personal taste

I found this Exhibition stimulating

This Exhibition is very much in keeping with who I am

The Lutz survey queeries if the 'Admission is reasonable for a family activity'.

Value

I think my time spent at this Exhibition was very worthwhile

The prices at this Exhibition are reasonable

All three surveys offered the respondent to state further improvements to the exhibition, the British Museum survey asked this from both a positive and negative experience point of view.

understanding me  
I think my needs were well met by this Exhibition  
This Exhibition seemed to be very basic in terms of what it had to offer

The Lutz survey asks about visitors perception of staff as professional etc and then in a further question asks if staff responded well to children. Erewash (q9D) asks visitors to rate the helpfulness of staff.

helpfulness  
It was a straight forward matter to get my questions answered at this Exhibition  
The Exhibition organisers were at hand if I had any issues

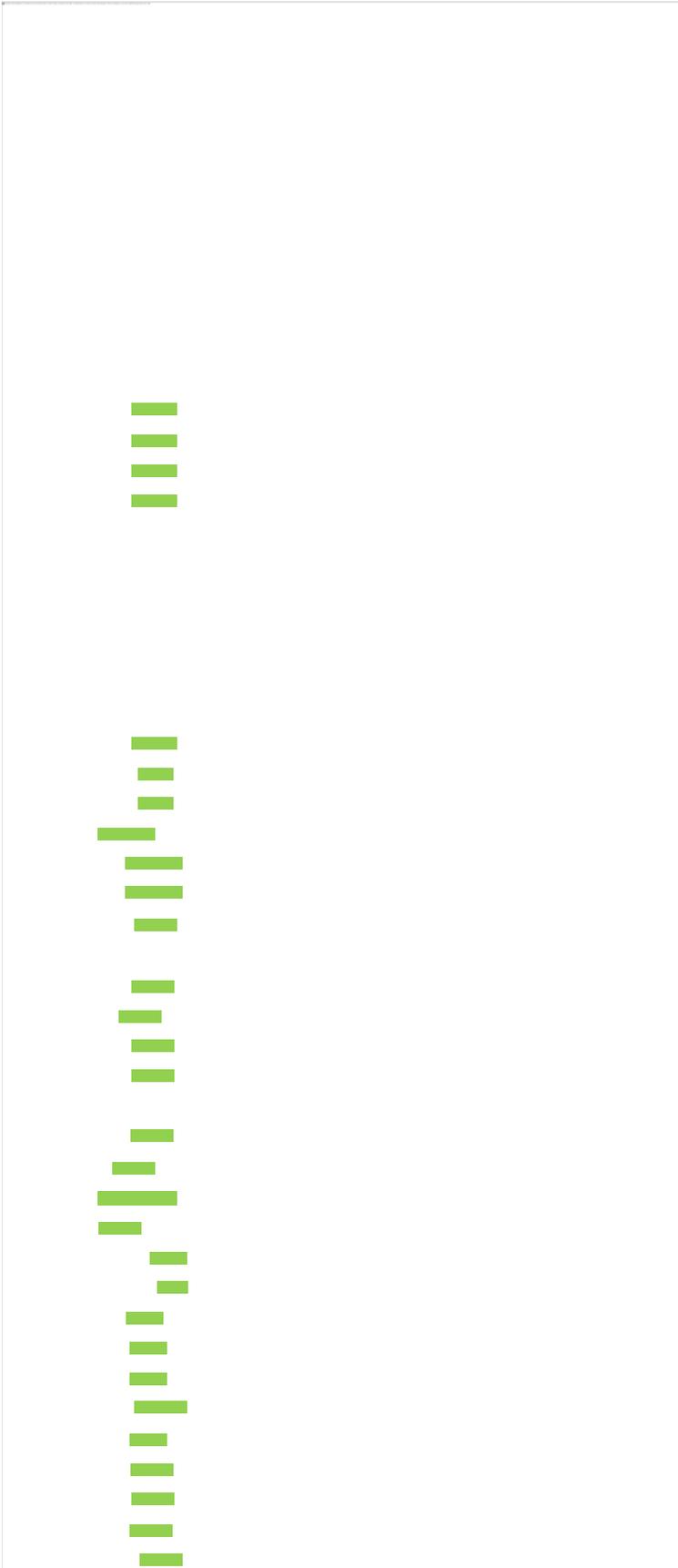
The Erewash survey (q9D) asks visitors to rate 'Computer-based and/or Audio-Visual materials'.

using the potential of Second Life  
There was good use of different media types (such as websites, images, video and audio) at this Exhibition  
This type of Exhibition could only exist in a Virtual World

Overall quality of the visitor experience is asked about in the Erewash survey(q11). The Lutz survey asks visitors to rate, 'The visit met my expectations' and q18 of the British Museum survey asks similarly.

overall quality  
My visit to this Exhibition met my expectations  
Thinking of the Exhibition as a whole I would rate it as..

In terms of importance to you, how would you rate the following...



The initial Second Life artefact and survey instrument were tested. The focus here was to ensure that data transactions were occurring as required.

Further testing of the survey value weighting mechanism.

User observation was used during the initial user testing stage.

The artefact scripting, the database used, the survey and the website scripting were all amended in line with the lessons learned from the user observation and testing stage.