

Wednesday 9 January 2013 – Afternoon

AS GCE APPLIED BUSINESS

F243/01/CS The Impact of Customer Service

CASE STUDY

Duration: 1 hour 30 minutes



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The Museum of Modern Man

Background

The *Museum of Modern Man (MMM)* was set up two years ago by Danny Hall. Over the last 30 years Danny has been interested in how technology has helped people to make their lives much easier. When he retired from his career in the Royal Air Force (RAF) he decided to set up the museum on the site of an old RAF base which is now a business park.

Danny did not expect the museum to generate a lot of profit but he did invest some of his savings into the museum. He was also able to get some government funding, a one-off grant from the National Lottery and donations from the general public.

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The museum's exhibits came from a variety of sources such as Danny's own collection, as well as from local and national organisations. Some exhibits have also been loaned to *MMM* by other museums.

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To help manage and run the museum, Danny has a group of ten volunteers who help out in the different departments such as museum tours, the café and the museum shop. As *MMM* grew, Danny realised that there were too many managerial duties for him to perform, so he employed a part-time manager, Chloe.

Growth

MMM has experienced very quick growth with visitor numbers increasing from around 150 per week to over 1000. This has been mainly due to an increase in the number of coach parties which visit the museum. The coach parties are usually school children who are on educational visits, but *MMM* also attracts coach parties of retired people. However, there are very few visitors with disabilities; perhaps because the facilities at *MMM* do not cater for all their needs.

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A recent reduction in government funding has been replaced by the income generated from the growth in visitor numbers. With the proposed withdrawal of all government funding Danny is worried whether there will be enough income to keep the museum open; particularly as most people visit *MMM* only once. Customers tend not to return after their first visit.

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When *MMM* first opened, Danny needed only two volunteers to help run the shop and café. He was able to manage the staff on his own and gave them the training they needed to make the museum operate as efficiently as possible. As *MMM* grew, each department created its own code of practice as they had different roles. Danny thinks that one, new code of practice should be introduced to replace all the different ones.

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Problems

As the number of volunteers has grown, so have the number of problems. Some volunteers do not turn up for their shift. Danny is becoming concerned that not all the volunteers have the skills necessary to carry out the duties which they have been given; but he does not want to replace them. Basic hygiene rules are sometimes not followed in the café, and quite often the shop is untidy and stock is priced incorrectly.

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Initially, Danny led the museum tours because he has a lot of knowledge. Lately the tours have been conducted by two volunteers who are not as knowledgeable as Danny and sometimes give the wrong information. One of the other problems Danny faces is that, occasionally, *MMM* receives visitors from overseas who do not always understand English well enough to enjoy the tour.

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Solutions

Danny thinks it is now time to have a meeting with Chloe in order to find out if she knows of any other problems and for her to consider recommendations for improving *MMM*; to include, for example, how to resolve the current problems and increase visitor numbers. Before the meeting Danny asked Chloe to write a short report which contained her views. Chloe's report can be seen in **Appendix A**. 40

However, Danny has already told Chloe that he wants to introduce a training programme for herself and all of the volunteers; and that he is concerned about the limited facilities the museum provides, particularly for disabled visitors. He also wants to attract more families and individuals to the museum. Chloe was also told of his ambition to receive a customer service award for *MMM* as Danny thought that this would benefit the museum for a number of reasons. 45

Appendix A

Chloe's Report

Problems

- Shop
 - Aisles blocked
 - Volunteers talking to each other, not to visitors
- Café
 - Volunteers not wearing protective clothing
 - Incorrect change given to visitors
 - No fairtrade products
- General
 - Most volunteers have had no training
 - Volunteers do not turn up for their shifts
 - No information about visitors and their needs/expectations
 - Breaking the law
 - Different codes of practice
 - No recycling facilities

Recommendations

1. Introduce a training programme
2. Use a questionnaire to obtain feedback from visitors
3. Introduce a loyalty card scheme
4. Provide a visitors' guide in different languages
5. To act more ethically
6. Send out a monthly newsletter by post and email



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