

# NATIONAL SERVICES --- TE PAERANGI

*Hono ki  
Te Papa*

*Working together  
with Te Papa*



**Customer service**

*He Rauemi Resource Guide 25*

*Customer service*

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First published 2005 by National Services Te Paerangi,  
Museum of New Zealand Te Papa Tongarewa

Second edition 2010

PO Box 467, Wellington, New Zealand

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ISSN 1775-6462

Front cover: Photograph by Dudley Meadows

# Customer service

Excellence in customer service is at the heart of success for any museum, art gallery, or other cultural organisation. This guide describes strategies and skills to assist you in making every visitor's experience of your organisation an enjoyable one.

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## Introduction

From the instant visitors hear about your organisation to the moment they walk out the door, you want them to have a pleasurable, informative, and memorable experience. Taking care of people, *manaakitanga* is at the heart of ensuring this.

Customer service plays a vital role in the successful operation of any museum, gallery, or other cultural organisation. It is at the heart of every relationship with the tourism industry and the local community, and it contributes enormously to the public perception of any organisation. Creating and maintaining great customer service can be as simple as altering your body language to be more welcoming or rephrasing your language to be more positive.

Customer service is first of all a state of mind. It means that every person who works in your institution, paid or unpaid, cares about doing the best for every visitor. Customer service is most apparent in the roles of the people who are at the front desk or who work with the public in the exhibitions, often known as hosts. However, it applies equally to behind-the-scenes staff. Organisations offer excellent customer service when everyone is working together towards this goal.



*Elinor Beazley from The Kauri Museum warmly greeting visitors at the reception desk and information centre. Photograph courtesy of The Kauri Museum.*

# First impressions

## Customer service on the street

Customer service begins long before your visitor arrives at the front desk. Ask yourself how easy it is for visitors to find you.

Are you listed in local directories? Does the local information centre have clear, up-to-date information about you? Is your location clearly signposted? Do you keep brochures at other tourist spots in your area? Do you keep regular hours that are well publicised? Do you have a website that makes the kind of statement that you want to live up to – professional, friendly, inviting, and up to date? When your visitor arrives at the museum, is the entrance clearly signposted and accessible?

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***First impressions count – and customers can make up their minds about a place very quickly.***

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## A warm welcome

Visitor research shows that meeting and greeting your visitors significantly contributes to your organisation's atmosphere and to visitors' experience.

Establish a clear practice for welcoming visitors. Whether you're a host standing to greet visitors or sitting behind a desk ready to answer questions, step forward when your customers come in the front door and make them feel welcome.



*Karina Gulik from The Kauri Museum presenting a selection of Kauri bowls to a visitor. Photograph courtesy of The Kauri Museum*

Keep in mind these principles when encountering visitors:

- Good communication is more than choosing the right words.
- Keep your body language open and positive and use comfortable eye contact.
- If possible, don't stay behind a desk.
- Smile. Make your welcome genuine and sincere.

## Meeting and greeting

Two key tasks when you greet a visitor are to make them feel at home and to identify their potential needs.

Ask your visitors if they have visited you before. If so:

- welcome them back
- offer latest guides and event calendars
- tell them about new displays and touring exhibitions.

If they are first-time visitors:

- welcome them
- give some background on your institution
- offer latest guides and event calendars
- point out the key facilities to them – toilets, coat and bag storage, cafe, lift.

You should always ask the following questions:

- Where are you from?
- How much time do you have?
- Are you with a group or alone?
- How many are in your party?
- What are you most interested in seeing?

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***These questions not only ensure you can provide the service your customers need, but they are also an easy method for gathering visitor statistics.***

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## Your museum's virtual host

Your telephonist is just as important as your front-of-house staff and requires the same training. Your telephonist is your virtual host and should use the same warm welcoming tone in their voice and be able to answer similar questions to those your hosts are asked.

Ensure this staff member uses your proper museum greeting and is informed about exhibitions and events at your museum or art gallery. Also ensure they have a calendar of events available and that any changes to your programme are communicated to them. It is also helpful for visitors if the telephonist is up-to-date with other events and activities in your area.

Like your front-of-house staff, they should be able to handle complaints. They should also be knowledgeable about the building so they can answer questions about where exhibitions and events are being held.

## Greetings in other languages

If you want to greet your visitors in Māori, you could say: 'Kia ora.' (Hello.) or 'Kia ora. Nau mai, haere mai.' (Hello. Welcome, come in.) Check with Māori staff from your organisation or elders in your area about appropriate Māori greetings. 'Kia ora' may not be formal enough for welcoming some visitors.

If a staff member can speak the language of an international visitor, ask them to act as host or interpreter.

## Tikanga Māori

If you observe tikanga Māori (Māori customary etiquette and values), you may want to organise a pōwhiri (formal welcome) or a mihi whakatau (informal welcome) for Māori and iwi who have contacted you to visit your museum. You may need to think about whether you have the capacity to do this, for example, if you do a mihi whakatau, you will need someone who can do a mihi (greeting) in te reo Māori. Get guidance about where, when, and how best to welcome your manuhiri (visitors) in these ways. It might be through talking to your local iwi, Māori members of your museum board, and Māori staff for guidance.

It is important to conclude the pōwhiri or mihi whakatau with food. The role of food is to move your manuhiri from the state of tapu (sacredness) that they are in during the pōwhiri or mihi whakatau to a state of noa (free of tapu). You might decide to put on a morning or afternoon tea or a lunch for your manuhiri.

Another practice that is common for Māori and iwi is the use of water to symbolically cleanse themselves after viewing an exhibition that includes taonga (treasures). Once again, this moves a person from the state of tapu to that of noa.



*Glen Skipper, Poutiaki Taonga at Puke Ariki, talking with a Ngati Rahiri member and Department of Conservation representative after the arrival and blessing of a whale jaw at the museum. Photograph courtesy of Puke Ariki.*

## Check for yourself

Check for yourself the first impression your visitor receives.

- Is this an environment you would feel comfortable entering for the first time?
- Are your staff welcoming and helpful?
- Are your facilities well-maintained and clean?

It is important for staff to contribute to the customer service experience by demonstrating appropriate personal behaviours and attitudes. This may include confidence, enthusiasm, interest, politeness, friendliness, appropriate eye contact, and positive body language.

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***It takes more time to change a bad impression than it does to make a good one in the first place.***

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# Meeting customers' expectations

## What do your customers expect?

Customers need to feel a personal connection with the museum, art gallery, or cultural organisation they are visiting. They want to find something there for them.

When you know what your customers want, then you can meet their expectations. Asking about their interests when they first arrive will help you. You may be able to suggest particular displays to them or special activities for children – but be careful of making assumptions about visitors' interests.

There will always be visitors who want to do their own thing. Accept this and leave them to it, but stay friendly and acknowledge their presence.

## What do your customers care about?

Research shows that there are five main areas that customers care about in the service you offer them.

- **Reliability** – deliver your promised service dependably and accurately.
- **Tangibles** – have clean facilities, warm buildings, and friendly staff.
- **Assurance** – know where things are and what's on in the museum.
- **Empathy** – listen to your customers, pay attention to what they say, and provide personalised care.
- **Responsiveness** – provide prompt service and be willing to help.

Customers don't expect staff at the front desk to be experts or specialists in any particular field, but staff are expected to have a good general knowledge about the museum and to give directions to the organisation's displays and facilities.

## How do you meet customers' expectations?

Research suggests the most important factor in *meeting* customer expectations is reliability. To *exceed* those expectations, assurance, responsiveness, and empathy are the more important factors. Be courteous, engage with your visitors, and go beyond what is expected.

## Help them find their way around

Make sure the space inside your building is well signposted. Don't just tell visitors where facilities are – show them. Offer to take a visitor on a personal tour to your favourite display or through your favourite gallery. When you see that a visitor or group is especially interested in a particular object or area, identify other examples they might like to see. Assist them in finding all the information you have available.

## Tell the stories of your place

Think about the possibilities arising from these questions.

- Can you tell the history of your region or iwi (tribe) in a story? If not, do some research and maybe even approach local iwi in your region to learn more. Māori and iwi will be interested in how their history is represented and reflected in your museum.
- Which paintings or exhibits have a great story behind them?
- Would telling those stories enhance the visitor's appreciation of the display?

Share some of the interesting facts and background about your organisation. Sometimes visitors don't know what they want to see, and this can be an opportunity to relate a personal story and show your favourite items.

Sharing factual information as a story can create an enriching and memorable experience for your visitors. They will remember both the story and the facts.

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**Customers value not only the information you give but also the way you give it.**

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## Providing information

The public expects that museums, galleries, and cultural organisations will be informative and authoritative.

Ensure that you provide visitors full and detailed information in a range of forms, such as labels of various kinds, reading material on local history or natural heritage, or a computer kiosk. If there is a table and chairs for reading, visitors can access more information if they choose, or just sit.

Keep a feedback book available so you can monitor the level of information your customers want. Exit surveys are also good opportunities to check your customers' expectations, for information as well as other services, and monitor whether you are meeting them. See *He Rauemi Resource Guide 4*: 'Introduction to visitor surveys' for more information.

Keep yourself informed about what is in your organisation and what is happening there. You must demonstrate appropriate knowledge of the product, exhibition, or service that you deal with. This must be in accordance with both the needs of the customer and the expectations of the organisation.

However, if you don't know the answer to a question, admit it. Not all the staff need to be an expert on everything, but everyone working at your museum needs to know the processes for answering queries and, if necessary, where to go for further information. Find out from another staff member and remember the information for next time.

It is helpful to have an up-to-date folder of information relating to your museum and local area for the telephonist and front-of-house staff to access. Having the internet available is also useful so staff can assist visitors with enquiries. You could offer access to helpful websites. Make sure you have guidelines and policies set up for personal use. Having the internet available means you can set tasks for front-of-house staff during their down time. This could be planning a week-long trip for a hypothetical family who enjoy the arts and outdoors.

Having regular staff meetings for your front-of-house staff is very important. This keeps everyone in the loop and provides an opportunity for staff to offer feedback and share any concerns. (Something as simple as a regular pizza night can work wonders for staff morale.) Make sure minutes are taken during meetings and all staff have input into the agenda.



Kevin Hill, Shantytown's gold miner, assisting with gold panning. Photograph courtesy of Shantytown.

## Providing safety and security

Your organisation must comply with statutory legislation and local by-laws. You need policies and procedures that are understood and followed by all staff and visitors, so that risks are minimised and your organisation operates within the law.

Check that your organisation has the following processes, systems, or features.

- Statements of compliance with building, public health, and fire safety regulations
- Occupational Health and Safety compliance
- Building Warrant of Fitness
- Emergency procedures that are understood and can be demonstrated by all your staff
- List of fire wardens or marshals
- First aid certification
- Public liability insurance
- Regular hazard checks
- Schedule of health and safety checks
- Tikanga (rules or customs) guidelines for cultural safety.

Make sure that all staff know emergency procedures and the location of fire exits.

As a front-line staff member, it is important to remember that you are also responsible for the safety and security of the visitors and collections in your museum.

Thoroughly check your surroundings prior to opening. Register and stay aware of anything that is unusual or out of place. Be sure to question or arrange for the removal of anything that should not be there.

During opening hours:

- be sure to stay visible and engage with visitors with friendly discussion (This reminds them you are around.)
- note any strange or unusual behaviour
- remember to always stay in your assigned areas. (You must be in place to prevent any threatening things or people from entering the building – and to stop taonga from leaving.)
- keep your eyes and ears open (Your security role is to assess possible threats to the public, staff, and taonga.)
- regularly carry out a taonga/exhibit check. (Look for any evidence of an attempt to get into a display case and immediately report any missing or damaged taonga.)

- keep moving to ensure you frequently visit all the areas you are responsible for
- change the route you use – don't adopt a fixed pattern
- keep a special eye on secluded corners
- watch out for young children who appear to be unsupervised.

When closing the museum:

- thoroughly check your area, making sure all exhibits are in place and accounted for
- ensure doors and windows are secure where necessary
- check for any damage to exhibits
- check all toilets, theatres, lifts, and stairways in your area, ensuring there are no people or property left behind
- satisfy yourself that your area of responsibility is free of visitors
- follow your museum procedures if any problems are discovered
- be watchful for anyone trying to leave carrying something they should not have – a taonga especially, an audioguide they may have forgotten to return, or a shop item they haven't paid for
- lock the main door/s if this is your responsibility
- don't leave your final position until you are given the 'all clear'.

For further information, see *He Rauemi Resource Guide 7: 'Emergency procedures'* and *The New Zealand Museums Standards Scheme*.

# Developing great customer service

## Surveys and feedback

A good way to start developing great customer service is through customer surveys. As well as asking your visitors questions about what they want to see and do, record their comments and respond to their feedback. Acknowledge both favourable and unfavourable comments. Have systems in place for acting on comments, such as a complaints procedure clearly understood by all staff, easy-to-use comments or complaints forms, a system for recording comments and complaints and the decision/action taken, and follow-up procedures.

Customer research is useful for a number of reasons. You can:

- learn about your customers
- assess the quality of your service
- pick up any changes in your customers' expectations and preferences
- assess the impact your institution has on visitors in a way that is clear to both your staff and the wider community.

Think of yourself as a customer. Have you had a bad customer experience?

- What made it a bad experience?
- What would have prevented it?
- Did you complain?
- Were you listened to?
- Did the organisation make any attempt to follow up on your complaint?

It is important to monitor and review your customer service standards regularly. Engage in staff training. This can be arranged through outside sources, with informal groups of your committee and staff, or with other museums and galleries in your region.

You can find useful information on approaches to and frameworks for visitor research in *He Rauemi Resource Guides 3* and *4*: 'Know your visitors' and 'Introduction to visitor surveys'.



*Ian Tibbles, steam engineer at Shantytown, shows a visitor through the steam engine. Photograph courtesy of Shantytown.*

## Handling customer complaints

Complaints can be a challenge for your organisation, but they also provide an opportunity to improve your service, change public perception, and educate your customers and staff.

Setting up the systems for handling complaints and teaching all your staff how to manage customer complaints are aspects of good customer service.

Here are some key points to remember about customer complaints.

- The staff member behind your front desk is the best person to receive and resolve complaints, so he or she needs to be a good listener.
- Customers who feel their complaints were badly handled may tell up to twenty people about it.
- Customers who are pleased with the way their complaints are handled are likely to positively recommend your organisation to others.

## Managing complaints effectively

Complaints can be an opportunity to show your willingness to listen and to improve your organisation. Studies show that it is not the complaint itself that is the deciding factor in whether a customer will come back, but how the organisation handles the complaint. Customer loyalty can increase if an organisation solves a problem or deals with a complaint well. You can even turn a complaining customer into an advocate for your museum or cultural organisation!

Here are four steps to take for handling complaints effectively.

### Step 1

Let the customer finish their complaint before you begin to offer any explanation. Listen all the way through and don't interrupt. Actively listen – give feedback to show you heard what they said. If you are not clear on any point, ask questions.

### Step 2

Accept and acknowledge the customer's feelings. Reflect back the feelings you have picked up. Don't look or sound defensive, and don't take the complaint personally – the customer is speaking to you as a representative of your organisation.

### Step 3

Clarify the facts. Repeat the facts to the customer so you are sure you understand them. Ask questions.

- What happened next?
- Did anything else take place?
- What does the customer want you to do?

### Step 4

Take action to fix the problem. If you can't fix the problem yourself, go to the staff member who can, but keep ownership of the problem. The customer should deal with the same staff member during the complaint process even when others are involved in finding a solution. If necessary, investigate further and present options for solutions. In any case, follow up and let the customer know the outcome.

## Communicating across cultures

Another challenge in customer service can be maintaining clear cross-cultural communication. It is important that staff recognise and have an understanding of the difficulties faced by international travellers. Travellers often experience culture shock when they find differences between their expectations and the realities of the country they are visiting. Culture shock occurs when familiar cues in language, physical landscape, attitudes, dress, and behaviour are removed. Be aware of the symptoms and points of difference, and show the visitor that you understand.

International visitors are not the only ones liable to suffer from culture shock. Any first-time visitors to your organisation may do so to some degree, whatever their culture.

Symptoms of culture shock may include:

- frustration
- irritation
- stress
- anxiety
- anger
- feelings of helplessness
- excessive fear of being cheated or hurt.

Be aware of these important areas of difference between cultures.

- Language is often the most noticeable difference – this includes body language as well as verbal language.
- Expectations of levels of service vary greatly in different countries.
- Not only may food and beverages be different, but attitudes to consuming them may also differ from visitors' expectations – they may not understand why they cannot bring their own food in and/or eat and drink in your museum spaces.
- There are different attitudes to and varying standards for hygiene and toilet facilities throughout the world.

The best way to assist travellers and visitors who are displaying symptoms of culture shock is to pay attention to the key attributes of customer service: **reliability, assurance, empathy, and responsiveness.**

### Cultural empathy and awareness

Certain taonga, iwi exhibits, or other museum objects may hold special significance for some visitors. These visitors may want to acknowledge the taonga with a karakia (prayer), karanga (female call), mihi (greeting), or waiata (song).

It is not uncommon for Māori and iwi to become emotional when viewing taonga at museums. Allow your visitors time and space to express their emotions and pay their respects to these taonga. While the natural reaction of staff may be to reassure visitors, this is an intimate time for them and a way for them to acknowledge the taonga, historical and ancestral connections, and in many cases their relationship to the taonga.

### Providing for special needs

A major component of good customer service is the ability of staff to identify customer needs quickly. Customers with special needs may require assistance from your staff. You will need to have systems in place for visitors who need particular assistance, and you will need to ensure that all your staff understand these systems.

Your goal in providing good customer service for visitors with special needs is to create a barrier-free environment.

### The buildings

Make sure your museum meets all legal requirements and recommendations for access. If there are any difficulties of access, be aware of them and know how they can be overcome.

You will often need to take a proactive approach to meet special needs. If your museum or organisation is large enough, or has walking tracks, then you may be able to provide mobility scooters or ensure there is access for them. Other features to assist customers with special needs include:

- large text on signage and hand-outs
- audio guides
- hearing loops (devices for assisting people with hearing aids).

### The staff

Make sure that your staff know how to offer assistance to any visitors who require it.

Whatever the size of your organisation, remind staff to speak loudly and clearly to customers with hearing difficulties. You can obtain signs from the Barrier Free New Zealand Trust requesting customers to let you know if they have hearing or other difficulties.

When a visitor is accompanied by a caregiver, talk to the visitor, not just the caregiver.

Remember that guide dogs and helper dogs are legally permitted in public facilities.



*Bruce Cavanagh, Heritage Research Officer at Hokonui Heritage Centre, shows local school principal Chris Moriarty an item from a local newspaper. Photograph courtesy of Hokonui Heritage Centre.*

### Legal requirements

Public places are required to assist access for people with disabilities. Information on these requirements is available from a number of organisations. Liaise with local disability information centres and national organisations, such as the Barrier Free New Zealand Trust and the Human Rights Commission.

## Useful Contacts:

### ATTTO

Setting the standard for training in aviation, tourism, travel, and museums

[www.attto.org.nz](http://www.attto.org.nz)  
[thehub@attto.org.nz](mailto:thehub@attto.org.nz)

Wellington  
Level 13, Grand Plimmer Towers,  
2–6 Gilmer Terrace, Wellington 6011  
PO Box 6466, Te Aro, Wellington 6141

Phone: 04 499 6570 | Fax: 04 499 6577

Auckland  
Level 2, 13 O’Connell Street, Auckland City  
PO Box 1217, Auckland 1140

Phone: 09 304 0913 | Fax: 09 308 9482

Christchurch  
Level 5, Bradley Nuttal House,  
79 Cambridge Terrace, Christchurch  
PO Box 13541, Christchurch 8141

Phone: 03 353 9690 | Fax: 03 377 8251

### Kiwi Host

[www.kiwihost.co.nz](http://www.kiwihost.co.nz)  
[admin@kiwihost.co.nz](mailto:admin@kiwihost.co.nz)

2/93 Main South Road  
PO Box 6450  
Upper Riccarton  
Christchurch 8442

Phone: 03 343 5007 | Fax: 03 343 5008

### The Barrier Free NZ Trust

PO Box 25064  
Panama Street  
Wellington

[www.barrierfreenz.org.nz](http://www.barrierfreenz.org.nz)

### The Human Rights Commission

[www.hrc.co.nz](http://www.hrc.co.nz)

Freephone: 0800 496 877

### NZ Federation of Disability Information Centres

Freephone: 0800 693 342

### NZ CCS Information Service

86–90 Vivian St  
PO Box 6349  
Marion Square  
Wellington

[www.ccs.org.nz](http://www.ccs.org.nz)

### The National Foundation for the Deaf Inc

127 Vincent Street  
PO Box 5593  
Auckland

[www.nfd.org.nz](http://www.nfd.org.nz)

### Royal NZ Foundation of the Blind

4 Maunsell Road  
Private Bag 99941  
Newmarket  
Auckland

[www.rnzfb.org.nz](http://www.rnzfb.org.nz)

### Enable New Zealand

60 Bennett Street  
PO Box 4547  
Palmerston North

[www.enable.co.nz](http://www.enable.co.nz)

### DPA (NZ) Inc. Assembly of People with Disabilities

PO Box 27524  
Wellington

[www.dpa.org.nz](http://www.dpa.org.nz)

# Tour groups

Tour groups present particular challenges, especially for small organisations. It is essential that you identify the needs and interests of your tour groups, preferably before they arrive.

## Key points for effective group management

- Know which groups are expected before they arrive.
- Find out how long they will be spending at your museum.
- Identify special areas of interest and where/what else they have seen in New Zealand (if from overseas).
- Be aware of any special needs and access requirements.

## Booking tours

Your organisation should have a booking system in place that all staff are familiar with. One staff member should take responsibility for tour groups but, as with other areas of customer service, all staff, including those not working on the frontline, should also be familiar with the procedures.

Questions about how you handle tour groups:

- Is there a good communication network between local organisations, such as schools, kura kaupapa Māori, iwi, community groups, and your organisation?
- Do these groups know the booking procedures and understand your preference for this?
- Do you have a system in place to record bookings? (This can be as simple as diary with name of group, date, time, and numbers.)
- Is there a designated staff member who takes responsibility for coordinating tour bookings?

The needs of tour groups are the same as those of all your customers, but meeting these does require coordination and extra organisation from staff. In addition, staff will need to project their voices, give clear and concise instructions, and ensure they give these instructions to teachers and tour guides, as well as to the tour party.

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***It is very important that tour groups are managed well. Ensure that other visitors aren't ignored, lost, or made uncomfortable.***

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*Te Papa host conducting a tour of the marae.*

# Managing your facilities

Your organisation will demonstrate that it has considered the whole visitor experience by providing facilities to make the visit welcoming, comfortable, safe, and enjoyable. The prime aim of visitor facilities is to enhance the physical comfort and enjoyment of customers and other users during their visit.

## Visitor facility checklist

Here is a checklist of facilities that museums, galleries, and cultural organisations may offer. Check which facilities you offer at present, and which facilities you do not have but might want to consider developing.

- Toilets
- Facilities for visitors with special needs
- Designated customer service staff/volunteers
- Road signage
- Maps of galleries or site/orientation display
- Access ramps
- Cloakroom/coat and bag check
- Seating
- Drinking fountain
- External and internal wayfinding signage
- Picnic area
- Baby changing area/parents' room
- Carpark or nearby parking
- Community space
- Coach drop-off
- Public transport nearby
- Cafe/kiosk
- Classroom
- Museum shop
- Lifts

Organisations of any size can provide the facilities that customers expect. It is not necessary to provide them all, but it is vital that good management of the facilities is put in place. Customers notice and appreciate the details that show an organisation is making an effort to ensure their visit is pleasant and well-planned.

A specific staff member should take responsibility for the visitor facilities. Regular maintenance and monitoring must be carried out to ensure your organisation complies with hygiene and health regulations.

If your organisation has taonga on display or in the collection, it is possible that iwi will want to visit or even borrow items. It is wise to have somebody on the team or in the community who can assist your organisation in tikanga Māori. Refer to *He Rauemi Resource Guide 8: 'A guide to guardians of iwi treasure'*.

## Participating in the tourism sector

For travellers, the tourist experience is the sum of all its components. If one component, such as a tour operator, fails to meet the expectations of the visitor, then in many cases the entire experience is tarnished. If one area is not providing quality service or goods, the entire industry will suffer.

As a museum, art gallery, or cultural organisation, you are part of the tourism sector. Liaise with other tourism and relevant groups and keep up to date with sector-wide developments. Portray your organisation as a tourist attraction, alongside other attractions in your region.

Be aware of the points of difference that your organisation can offer, while maintaining a focus on the fact that you are part of something bigger – not only in your region, but in the national tourism industry.

### Collaborative marketing

Collaborative marketing means that you can share the costs and benefits of joint ventures and advertising campaigns with other organisations, and create a stronger public profile.

Are there other museums or organisations in your region that you can contact? You can display promotional pamphlets and other information for each other and direct free independent travellers (FITs) to other regional places of interest.

Consider working closely with your local/regional tourism organisation, and make sure you are part of their marketing initiatives. Try to provide them with opportunities to benefit from your activities too.

Websites that can provide contact information and tourism updates include:

- [www.nzmuseums.co.nz](http://www.nzmuseums.co.nz)
- [www.newzealand.com/travel/International](http://www.newzealand.com/travel/International)
- [www.nztb.co.nz](http://www.nztb.co.nz)

At a local level, contact regional tourism organisations such as Positively Wellington:

- [www.wellingtonnz.com](http://www.wellingtonnz.com)

For further information, see *He Rauemi Resource Guide 19*: ‘Developing a marketing plan’.

## Last Word

Creating and maintaining great customer service can be as simple as changing your stance to be more welcoming, or rephrasing your language to be more positive. You can explore the tourism opportunities in your region and develop supportive networking systems. Whatever approach you take to improving customer service, give it a firm foundation of manaakitanga – the quality of caring for and looking after others.

## Further information

### Glossary

**Exit survey** – a survey that takes place as the customer leaves the site

**FIT** – tourism industry abbreviation for ‘free independent traveller’

**Interpretation** – all the means used by museums to explain their collections to the public, such as exhibitions, displays, publications, guided tours, and audio guides

**Iwi** – tribe

**Karakia** – prayer, incantation, spiritual acknowledgement

**Kaumātua** – respected elder

**Manaakitanga** – to care for and look after others, to show hospitality

**Taonga** – treasure, property

**Tikanga** – rules or customs handed down within hapū or iwi

## Further reading

American Association of Museums. *Museum Visitor Services Manual*. Series editor: Adams, R. 2001

Barrier Free New Zealand Trust. *Handbook*. Wellington: Barrier Free New Zealand Trust.

Covey, S. *The 7 Habits of Highly Effective People*. Melbourne: The Business Library-Information Australia, 1989.

Davidow, William, and Uttal, Bro. *Total Customer Service: The ultimate weapon*. New York: HarperCollins Publishers, 1989.

Dickman, S. *The Marketing Mix: Promoting Museums, Galleries and Exhibitions*. Melbourne: Museums Australia, 1995. (This is an easily-read, practical, 130-page book, available from National Services Te Paerangi.)

Harris, T. *I'm OK – You're OK*. New York: Avon, 1973.

Museum & Galleries Commission. *Quality of Services in Museums: Guidelines on implementation*. London, 1993.

Museum Directors' Federation/McDermott Miller Ltd. *Non-users of Art Galleries and Museums*. Wellington: MDF, 1996.

Museum of New Zealand Te Papa Tongarewa *He Rauemi Resource Guides*:

3: ‘Know your visitors’ (2001)

4: ‘Introduction to visitor surveys’ (2001)

7: ‘Emergency procedures’ (2001)

8: ‘A guide to guardians of iwi treasures’ (2001)

19: ‘Developing a marketing plan’ (2003)

Roger, J. *You Can't Afford the Luxury of a Negative Thought*. HarperCollins Publishers, 1990.

## Further training

To get more information on the subjects covered in this guide, you may be able to attend a workshop about customer service. Contact National Services Te Paerangi to find out about training opportunities in your area.

## Further resources

Museum-in-a-box models are available at the National Services Te Paerangi website [www.nationalservices.tepapa.govt.nz](http://www.nationalservices.tepapa.govt.nz)

## Acknowledgements

National Services Te Paerangi thanks those whose experience and expertise contributed to the development of this resource, particularly Bronwyn Bannister. National Services Te Paerangi gratefully acknowledges the work of Jay Houpapa, Carl Wallace, Steve Brady, and Tairāwhiti Museum.

The *He Rauemi Resource Guide* series is published by National Services Te Paerangi (Te Papa) in support of its work throughout New Zealand to enhance the museum services offered within communities.

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