

 LONDON
METROPOLITAN
BUSINESS SCHOOL

LONDON
metropolitan
university 

London Journal of Tourism, Sport and Creative Industries



London Journal of Tourism, Sport and Creative Industries (LJTSCI)

Volume 1, Edition 2, Autumn 2008

Table of Contents

EDITORIAL.....	1
<u>Research Papers</u>	
ENHANCING THE EXPERIENCE: CREATING SERVICE OPPORTUNITIES USING MOBILE PHONE TECHNOLOGY IN MUSEUMS	3
MARGEE HUME & GILLIAN SULLIVAN MORT 3	
OVERCOMING OBSTACLES OF ACCOMMODATION SHORTAGE IN PREPARATION FOR THE ICC CRICKET WORLD CUP 2007: COMMUNITY ATTITUDE TO BARBADOS' ALTERNATIVE ACCOMMODATION INITIATIVE.....	21
CRISTINA JÖNSSON	
<u>Case Studies</u>	
THE BENEFITS OF USING STUDENT VOLUNTEERS FOR SMALL BUSINESSES IN THE EVENT INDUSTRY: THE USE OF STUDENT VOLUNTEERS AT CONCERT LIVE.....	39
NICOLE FERDINAND	
<u>Works-in-Progress</u>	
'BUILDING STORIES'	54
JONATHAN KARKUT & JULIE SCOTT	
<u>Discussion Papers</u>	
THE USE OF SOCIAL NETWORKING WITHIN THE SPORT AND EXERCISE SCIENCES.....	66
JAMES T. BEALE	
THE DEVELOPMENT OF LIMITED OVERS CRICKET: LONDON'S LOSS OF POWER.....	70
PAUL KITCHIN	
<u>Other</u>	
JOURNAL NOTES;	76
EDITORIAL POLICIES:	77

ISSN Number: 1755-1897

About the Journal

London Journal of Tourism, Sport and Creative Industries

Scope of the Journal

London is one of the world's most heterogeneous and cosmopolitan cities. It is a quintessential 'global city' located at the interface of manifold networks, flows and motilities. The *London Journal of Tourism, Sport and Creative Industries* (LJTCI) seeks to publish articles on a variety of related topics which encapsulates this diversity and the nature of its local-global intersections.

The subject area delivered at London Metropolitan University has a history of high quality research into anthropological/developmental studies and policy analysis. It is from these platforms that the journal aims to be a meeting place for research and discussion on a wealth of topics that should appeal to scholars, practitioners, policy makers and general readers. These articles can include research, works-in progress, case studies, developments in theory, book reviews and general reviews that contributes to the development of the subject field.

The journal addresses a broad subject field, while under the banner of Tourism, Sport and the Creative Industries it also includes, but is not restricted to, events, the Arts – including music and dance, heritage, hospitality, advertising & communications, music media & entertainment. We encourage submissions relating to these topics from a wide variety of perspectives; such as all areas of anthropology, management, economics, politics, history, sociology, psychology, cultural studies and marketing. The contexts of these research papers are also broad in scope covering relevant research from public, commercial and third sector organisations and settings.

Editorial Board

Julie Scott, Tom Selwyn, I-Ling Kuo, Nicole Ferdinand, Milan Todorovic, Ioannis Pantelidis, Paul Kitchin, Ruth Marciniak, Ezendu Ariwa

Editorial

Welcome to the second edition of the London Journal of Tourism, Sport and Creative Industries. This edition covers a wealth of material and hopefully reaffirms our mission as being an inclusive journal encouraging submissions from a range of areas and approaches. Since our first edition London and much of the western world has been coming to deal with the credit crisis and its ramifications. The impact of financial markets has seen some well known business names lose significant funds, merge or fold completely. What impact will this have on the sectors covered by this journal? The professional sporting industry is looking eagerly to the health of large banking institutions which provide a significant portion of sponsorship revenue. The existence of these deals may come under scrutiny now that the British public have a more direct stake in UK banks. It is for sponsors to innovate and demonstrate commitment when times are harder in areas that may be more relevant than securing corporate suites. Initiatives like Barclays investment in urban cricket through Street-Chance provide many benefits to the programme's delivery partners as well as the sponsor. This community/cause involvement may shift sponsor focus to more grassroots areas and back to B2C rather than B2B. In professional football many clubs are starting to examine their financial structures, Liverpool and Manchester United are currently exposed to significant debt positions due to their recent takeovers. The collapse of Iceland' economy may impact on the ability for London club West Ham to arrange monies to acquire new playing stocks in January 2009. At the lower end of the 'pyramid' less disposable income may lead to cutbacks in sport and leisure related areas. Health club memberships and healthy eating not only take a personal commitment but incur costs that may be considered carefully in the oncoming recession.

The implications for tourism are also less than positive with less disposable income impacting on leisure travel. From London one of the main locations for overseas travel in particular is Australia. Tourism Australia has just launched a AU\$50m advertising campaign to encourage tourism to the country, with the UK being a primary market for these communications. Despite the issues of such a major campaign in the present economic environment a question could be raised as to the ability of the creative industries to support the initiative. The creative industries rely heavily on innovation and creativity (naturally) but they also manage more flexible organisational design than sports organisations and an ability to shift output with more conveniently than the both tourism and sport. The link between this sector and tourism can be seen through the release of Baz Luhrmann's film Australia. The film is a sweeping epic with big budgets and big names (Kidman and Jackman) and covers a significant period in Australia's history but also acts as a sophisticated tourism promotional campaign, in similar fashion to the less serious Crocodile Dundee back in the 1980's. Links between the movie and the advertising campaign are evident through the use of Luhrmann for both projects. The campaign's success or failure will not be measured solely from travel from Europe but in the current market the destination will be for only the most committed, however the engagement of the creative industries does highlight an attempt to work beyond just the tourism sector to address the issues. However, onwards with this edition....

The use of technology in services marketing of museums is discussed in research Hume and Sullivan Mort (2008) by focusing on the ability of mobile phones to enhance the exchange. Adopting a qualitative framework the authors investigate the issues surrounding the uses of mobile phone communications (primarily the use short messaging service – SMS) and its ability to create and enhance service relationships and social bonds with particular focus on generation-Y consumers. The authors identify there is a need to manage the intangibles of the experience and examine visitor satisfaction in greater depth. Through the development of literature into propositions, which are tested through a series of consumer consultant interviews, they find some interesting insights into the area. The respondents appeared to answer consistently to many of the propositions and generate some timely thoughts on the future of M-services marketing.

Interlinking tourism and sport through a focus on mega-events Jönsson (2008) addresses the impacts of the Home Accommodation Programme (HAP) on local communities in Barbados. HAP was developed to cater for the increasing arrivals due to the region by the staging of this mega-event during peak travel season (the 2007

Cricket World Cup) by home owners using spare capacity in homes to accommodate tourists. The programme developed social capital for home owners with additional training in tourism, operations and administration. Jönsson examines a range of factors, with social exchange theory prominent, and takes a quantitative approach to the problem. The discussion centres on the resultant user attitudes towards HAP and the notion of the 'Irridex' index was presented. This research provides management implications for the HAP and how these can be focused on support tasks that aim to increasing positive attitudes towards such community schemes.

The staging of events is commonly facilitated by the use of well-trained and committed volunteers. International sporting events reduce costs by using volunteers while providing the opportunity for many to train in sport event management and gain skills and knowledge that benefit them in the labour market. So too of the music industry, Ferdinand's (2008) case examines how the use of volunteers assisted the development of a small event company Concert Live. This is an example of the innovativeness of creative industry companies who, with a flexible workforce, can shift operations quickly to respond to business needs. The paper uses a case study methodology to examine the development of a volunteer strategy through skills audit, customer-service policies and an examination of how volunteers contribute to the business. Using multiple data methods Ferdinand provides a discussion on the businesses key success factors for dealing with volunteers and presents implications for management.

Karkut and Scott provide a work-in-progress on 'Building Stories' a collaborative multi-disciplinary work carried out in the Iranian city of Qazvin. The research focuses on joint work between a number of university departments and external agencies. This piece of work encompasses themes from a number of areas of tourism, development and creative industries. Through multiple methodologies young people of the city are involved in the production of the research findings. The wealth of material uncovered by the authors cannot be given justice in these few paragraphs but fascinating insights are given into the children's view of the city and what aspects appeal to them, often clearly contrasting with adult expectations. Field notes are presented to give an insight into these themes of space, special occasions, and pride in local areas that provide an important, and possibly under-examined, layer in the city's collective identity. Future ideas for further collaborative works are presented.

This edition features two discussion papers on sport related themes. The first by Beale is more than an examination of sport however. It is a discussion on the use of professional social networking sites, charting their development from general social networks into subject specific networks. The paper examines iStadia.com and the use of such a site by academics and practitioners to promote themselves and their areas of study. Beale discusses the issues of the management of a site that is dependent on user/member interaction and the quality of information posted onto it. The use of such sites by students may also lead to further issues where material is seen as legitimate and therefore of use in student work while the lack of editorial processes make it anything but. Beale is cautiously positive about the creation of such sites but clearly identifies teaching and learning issues for its future development.

In the second paper Kitchin focuses on the increasing tensions between England and India over the governance and development of international cricket. The paper outlines the shift in power from London to the East in the mid 1990's and that while England has been an innovator it faces significant issues with sustaining the advantages that flow from these developments. Many of these issues are related to the inherent problem with imperial sports and the systems of governance used to manage these sports. The paper provides an overview of innovations in the main cricketing product since the 1990s and attempts to provide an insight into how cricket is being 'managed' in the 21st century.

Enhancing the experience: Creating service opportunities using mobile phone technology in museums

Margee Hume & Gillian Sullivan Mort

Griffith Business School

Griffith University

We would like to acknowledge our research assistant Ms. Celeste Alcaraz for her hard work and dedication

Abstract

With increased use of mobile phone technology as a marketing tool, service innovation and service delivery research has focused on the ways that technology affects customers and enhances the experience. Use of mobile phones and other forms of wireless technology is common practice in some commercial environments and is part of an emerging e-service paradigm. The marketing perspective on technological service delivery is focused less on reducing costs and more on enhancing the customer interface. The growth of mobile phone usage has allowed marketers to use SMS messaging and mobile communications as an advertising and information channel to disseminate messages to current or potential consumers. This research explores the role of mobile technology in museum marketing. This work aims to advance knowledge concerning creation and enhancement of service relationships and social bonds using mobile phone technology in museums. The research adopts a qualitative approach, examining the role of mobile phones in visitor interaction and museum experience. A set of 22 consultant customers were selected from technologically efficacious generation-Y segment. Museum visitors offered definitions of a typical museum offering, their mobile phone ownership and usage and attitude toward the use of interactive mobile technology in a museum experience. Implications for management and future research are discussed.

Key words: mobile marketing, museum management, non-profit, interactive technology

Introduction

With increased use of the interactive and mobile phone technology in marketing, service innovation and service delivery research has focused on the ways that technology affects customers and enhances the exchange. Mobile phones and other forms of wireless and interactive technology are regarded as common practice in some commercial environments (Sullivan Mort and Drennan, 2002). They are a key part of an emerging e-service paradigm (Rust and Kannan, 2003) and are suggested as a tool that allows access to a large potential consumer network. The marketing perspective of service delivery using technology is based more on expanding revenues through enhancing services and building profitable customer relationships than on

reducing costs through automation and increased efficiency (Rust and Kannan, 2003). Research to date has only envisaged the positives associated with using technology in service development, with a comprehensive examination including negatives attitudes warranted.

Service providers aim to add-value to their service offering cost-effectively, to realize greater sales volume and greater sales value over a longer customer-lifetime. Research suggests that by delivering value, enhancing satisfaction, behavioural outcomes such as positive word-of-mouth will provide a multiplier effect to market share (Rust and Kannan, 2003). This paper explores the role of interactive mobile phone technology in such a service paradigm. The increased prevalence of mobile phone usage has allowed marketers to consider and use mobile communications as a channel, to disseminate advertising and informational messages to current or potential consumers, however little is known of the consumer attitude toward this practice. Based projection figures of over 2 trillion messages being sent by the year 2007, SMS messaging is a powerful tool to leverage marketing communications to consumers (Bauer, Reichardt, Barnes and Neumann, 2005). A consequence of this usage is the development of the concept of mobile marketing or M-marketing (Sullivan Mort and Drennan, 2002). SMS is a tool to reach and personalize content to potentially capture new markets in an immediate and effective manner (Heinonem and Strandvik, 2003; Haig, 2003; Nysveen, Pederson and Thorbjornsen, 2005; Bauer, et al, 2005; Grant and O'Donohoe, 2007; Sullivan Mort and Drennan, 2002).

This research aims to advance understanding of the creation and enhancement of service relationships and social bonds using mobile phone technology in museums. This paper proceeds by first examining literature related to museums and technology in museums, technology and service marketing and mobile phones in services marketing. Second, data and method is presented and third, findings and implications for theory and practice are discussed.

Current Museum Marketing Literature

Museums are often non-profit organizations (NPs), and their mandate is collection, conservation and education of the public, for the public good. As many museums are NPs, state and federal governments fund the majority, with many museums also seeking corporate social investment and sponsorship (Museums Australia, 2007). Emphasis in the museum sector is shifting towards the need for marketing and increased financial returns. Goulding (2000) notes that museums have been pressured to become more competitive and self-reliant (Goulding, 2000), with Caldwell (2005) proposing that challenges appears with the instruction to museums. Moreover, museums are told to demonstrate they can deliver value for money (Caldwell, 2005). Gilmore and Rentschler (2002) support that museums are expected to offer value to government funded monies by attracting and increasing visitor numbers. Understanding the customer dimensions of service

delivery in museums is essential for the development of increased visits and creating value for consumers and investors.

In many countries, museums general displays are free, or require a minimal fee (generally equivalent to AU\$20 in most currency's for a full day entrance with free tickets for the last hour of each day and regular half price days in low times), so visitors generate little direct monetary value. Other venues function with only special exhibitions charging a fee, which is still nominal in comparison to other entertainment pursuits (Gilmore and Rentschler, 2002). Therefore, the role of visitors is not one of direct revenue collection in most museum settings (Goulding, 2000). The visitor's role is indirect through market value creation of the sponsorship from private enterprises and social value creation (Weerawardena and Sullivan Mort, 2006). Recent literature suggests that by increasing museum offerings for visitors (ranging from cultural to additional services), they can increase visitor flow and revenues (DiMaggio, 1986; Kotler and Kotler, 1998; Goulding, 2000; Bagdadli, 1997; Solima, 1998; Chirieleison, 2003; Bernardi, 2005: 3) enhancing social and monetary value objectives. Academic research into museum visitation and management, patron motivation for visiting, patron expectations, and satisfaction has been conducted (McLean, 1994; Screven, 1986; Boisvert and Slez, 1995; Falk, Koran, Dierking and Dreblow, 1985; Trampsoch, 1998; Robbins and Robbins, 1981; Bhattacharya, Hayagreeva, and Glyn, 1995; Kawashima, 1998; Botti, 2000), but in most part, the samples are drawn from management and museums directors perceptions of patrons, with little evidence that findings are incorporated into museum practice. Moreover, few of these studies focus directly on the consumer attitudes and perceptions of museum experiences.

It is evident in museum operations, that tangibility and curatorship of display are not essentially the problem for museums. It is the service component relating to the tangible object that has been difficult to define and achieve (Bernardi, 2005). As Mclean (1994) suggests, "the artefacts are clearly tangible; it is the emotions they evoke which are intangible" (McLean, 1994: 193). The need to manage these intangibles supports the need for a thorough understanding of the delivery of the intangible aspects of museums. These intangible aspects include the communications and interactivity provided by mobile technology. Proactive and contemporary museums are now offering maps, directions, online-booking, activity sheets for children, online games, pod casts, bogs and numerous other museum services that relate to the museum collection at site, via mobiles and online media, in an attempt to tangibles intangibles (Hawkeye, 2004). The current research is also examining channelling the museum curator's knowledge through an interactive technological environment, however, the actual practice of this is limited. Other research on creating edutainment, enhancing visitation and curating via technologies including mobile services, is also rudimentary (Pierroux, 1998; Hawkey, 2004). Moreover, there is consensus in museum circles, that there is limited pertinent research to visitor satisfaction (Yeh and Lin, 2002; Hawkey 2004). The reason for this is that different

audiences visit cultural venues for differing reasons, ranging from educational visits to socialization. Not only does this impact visitor research but it also increases the complexity of how mobile services are and can be used.

Technology, the Museum and Customer Relationships

The future for museums includes online chat with museum curators; blogging with the museum mascots, social networking with other interested guests and using technologies that are similarly suited to integration with current services. Hawkey (2004) claims digital technologies can increase reach to consumer segments that were not viable in the past. Digital technologies, once regarded as a threat to the arts industry can now potentially be used in collaboration to enhance positioning in the marketplace (Hawkey, 2004). It is proposed, information technology can ultimately enrich the informal learning experience and increase participation by museum patrons (Hawkey, 2004). Taking into account the importance of autonomy and single visitors in a museum context, technology is proposed to be able to personalize the experience and allow the consumer to move beyond the constraint of museum managers and interact at their own pace (Hawkey, 2004). Interactive concepts of edutainment and entertainment will enhance service provision (Pierroux, 1998). McLean (1994) explains service characteristics in relation to museums and suggests standardisation of information services is common in museum practice. Therefore, as technologies can provide a mix of standardised services, and personalised services, the way in which the customer interacts with technology, is an important research domain for the improvement and development of museums. In pursuing an interactive environment, the museum sector is embracing information technology as a means to reach, communicate, attract and retain potential consumers (Yeh and Lin, 2002).

Developing customer relationships is very important (Rust and Kannan, 2003). In relation to museum visitors, little to no research has been conducted on the depth of relational sentiment developed via technology. Critics of technology propose that the acquisition of e-customers and the use of M-marketing is difficult and expensive. Social embeddedness theories (Uzzi and Gillespie, 2002) challenge the rational actor assumptions inherent in transaction cost economics that technology will reduce costs. It is maintained that transactions embedded in social relationships are more efficient than arm's-length relationships (Granovetter, 1985; Uzzi, 1997; Schultze, 2004). As a museum experience is social and experiential in nature, this is an important consideration. In essence in a museum context a combined approach to service relationships would seem more appropriate with each technology and customers social needs supporting the other. Technological activities operating in a promotional capacity attracting visitors, virtual visits for online consumers, mobile alerts and messaging and information services facilitating and supporting services to both online and onsite consumers, would all appear to potentially add some value and benefit to the customer exchange. Mobile marketing will increase interactivity by involving the consumer; seeking to elicit a response from the consumer

and subsequently increasing brand awareness (Sultan and Rohm, 2005). Whether this has occurred is somewhat uncertain as research regarding consumer behaviour and mobile marketing is currently a new field for discussion. This leads us to our first proposition.

Proposition 1: Mobile marketing (M-marketing) will to increase interactivity by involving the consumer, increasing brand awareness.

Current Use of Technology in Museum Settings

Due to the non-profit nature of the museum enterprise, cost limits studies of visitor behaviour and the use of interactive technologies (Hawkey, 2004). Lack of research into whether interactive and online technology is more engaging and if modern technology in fact increases visitation, is evident. Online and interactive technologies may in fact hamper customer satisfaction due to the target audience feeling confused or overwhelmed with modern interactive technology (Hawkey, 2004; Yeh and Lin, 2002; Kotler, 2003). Debate exists over whether mobile technology should be considered within the rubric of services marketing and services contexts. For some academics, who adopt the narrow definition of the service encounter suggesting it as only including the face to face interactions, M-services will always be a supplementary service and not considered as part of the core service offering (Salomann, Kolbe and Brenner, 2006: 66). The conclusions drawn from the research of Salomann et al (2006) suggest that most companies refer to their technological-services as separate, divisional or channel-specific initiatives (Salomann et al., 2006).

As enabling technology and enabled encounters are relatively new, strategic integration with business functions and developments have not necessarily occurred in a standardized and knowledgeable way, with research limited. The rising prevalence of mobile phone usage has allowed marketers to consider and use mobile communications as a channel to disseminate advertising and informational messages to current or potential consumers. Although not heavily researched, there is some indication that mobile communications are met with scepticism and are seen as an annoyance (Bauer et al., 2005).

As noted earlier, museum consumption is experiential and social (Granovetter, 1985; Uzzi, 1997; Schultze, 2004) and could fit the cohorts that would dislike the use of mobile technology (Rust and Kannan, 2003). Moreover, where education is the primary mode of consumption, it is possible that rational-cognitive consumption styles may be employed, however, unless the technology appears to enhance experiential modes of consumption, arguments that support efficiency, time and cost savings are not going to satisfy museum visitors (Rust and Kannan, 2003). It is evident that understanding the hierarchy of needs in relation to technology in museum visitors will advance the understanding of technology acceptance and use in museums. There is some support for role of rational-cognitive decision-making when deciding to attend the

museum, however once access and information needs are satisfied; hedonic and experiential needs will come to the fore and retain their primacy for the remainder of the service experience. There is no doubt that technology, in its role and integration in a museum setting is a very complex service provision problem. This is the reason that M-marketing should be examined in this context to ensure that adoption is positive and this leads us to our second proposition.

Proposition 2: Mobile marketing may be seen as an annoyance in the museum context when used as a channel of delivery.

Lee and Allaway (2002) found that perceived risks related to technology use, affects consumer perceived predictability of technology, controllability and outcome desirability. They also found that “outcome desirability is the critical factor in reducing perceived risk when dealing with innovation” (Lee and Allaway, 2002: 563). This research indicates that the consumer evaluates technology use according to what they hoped to achieve with service consumption. This highlights the importance of assessing and understanding the core service, the key drivers for consumption and how technology can be integrated into the service design. Further research (van Riel, Lilander and Jurriens, 2001) attempted to measure e-service satisfaction with core services; supplementary services; and user interfaces. Unfortunately the sample size was too small to allow for generalisation, however, it was found that many firms have found it difficult to eliminate interpersonal interactions completely using technology (van Riel et al., 2001: 374).

Consumer Segments and Mobile Technology Adoption and Usage

Researchers suggest there are technical considerations related to using technology, that have not been extensively incorporated into the services research such as the speed of the machinery (Seybold, 1998), ease of use of the technology-based interface (Sindell, 2000), download problems (Zemmke and Connellan, 2001), technophobia (Hagen, 1999), response to costs of the technology and the impact of technology on the customer's service experience (Seybold, 2001; Curran, Meuter and Suprenant, 2003: 210). This research focuses on several of these issues including the ease of use of the technology-based interface, customer attitudes to downloading information and the associated problems, response to the costs of technology and the impact of technology on the customer's service experience.

It has been suggested that SMS messaging is the most popular form of mobile marketing in the younger generation (Heinonen and Strandvik; 2005). SMS messages appears more likely to be accepted if the content is perceived as relevant and entertaining (Bauer et al, 2005; Heinonen and Strandvik, 2003; Grant and O'Donohoe, 2007). Text messaging in a commercial sense is more likely to be viewed. If the information provides entertainment and offers an option to cancel permission based messaging (Grant and O'Donohoe,

2007). Richer media formats such as multimedia messaging appear as the preferable option to provide entertainment; however, consumers can perceive such messages as costly and less likely to download due to this assumption (Jenkins, 2006).

Proposition 3: SMS messages were more likely to be accepted if the content was perceived as relevant and entertaining.

Proposition 4: The younger generations are more likely to adopt, appreciate and use mobile technology.

Privacy

As previously discussed there is an indication that mobile communications are met with scepticism as consumers perceive M-marketing as a far more personal advertising medium than other forms of marketing communications (Bauer et al, 2005). Heinonen and Strandvik (2005) outline that consumers distinguish advertising at this level as a disturbance due to the personal nature of a mobile phone, usually only used to receive messages from personal permitted contacts (Heinonen and Strandvik, 2005; Sullivan Mort and Drennan, 2002). The mobile phone is considered a social accessory and any invasion from an external party could hamper marketing efforts (Bauer et al, 2005). The perception of privacy invasion by companies increases the need for marketers to evoke positive responses ensuring messages are relevant to the target's personal interests and preferences (Bauer et al, 2005). Heinonen and Strandvik (2005) suggest due to the personal nature of a mobile phone, consumers only like to receive messages from personal permitted contacts and see others as an invasion of privacy (Heinonen and Strandvik, 2005; Sullivan Mort and Drennan, 2002). M-messages often result in consumers feeling they are being tracked or watched by the organization responsible for the message (Leppaniemi and Karjaluoto, 2005; Yunos, Gao and Shim, 2003). Albeit, consumers often opt in to m-messages, this issue of privacy invasion remains a constant issue in the endeavour for m-messaging approval (Leppaniemi and Karjaluoto, 2005; Kavassalis, Spyropoulou, Drossos, Mitrokostas, Gikas and Hatzistamatiou, 2003).

Proposition 5: Consumers see mobile technology as an invasion of privacy.

Channel contact strategy

In an attempt to overcome the perception of invasion of privacy, it has been suggested that levels of acceptance increase if a 'pull' strategy rather than a 'push' strategy is by the organization (Heinonen and Strandvik, 2003). Sullivan Mort and Drennan (2002) suggest developing mobile marketing strategies based on the social aspects of mobile phone usage (Sullivan Mort and Drennan, 2002). As the majority of consumer groups utilize mobiles as a form of peer related interaction, organisations must ensure messages communicated to mobiles facilitate social networking (Grant and O'Donohoe, 2007: 242). Acceptance by

social groups with the same interest is also more likely to allow positive adoption of mobile marketing practices (Nysveen et al., 2005; Grant and O'Donohoe, 2007; Sullivan Mort and Drennan, 2002).

Proposition 6: Levels of acceptance increase if the mobile marketing message was permitted by the consumer in a 'pull' fashion rather than 'pushed' by the organization.

Media Formats and Downloads

Interactive concepts of edutainment and entertainment will enhance service provision (Pierroux, 1998) and provide a means to reach, communicate, attract and retain potential consumers (Yeh and Lin, 2002). Text messages in a commercial sense are more likely to be viewed if the information provides entertainment and offers an option to cancel permission based messaging. In this sense, richer media formats such as multimedia messaging could appear as the preferable option to provide entertainment; however, consumers can perceive such messages as costly and are less likely to download (Jenkins, 2006; Heinonen and Strandvik, 2005; Sullivan Mort and Drennan, 2002).

Proposition 7a: Richer media formats are the preferred option to provide entertainment;

Proposition 7b: Richer media formats are unlikely to be download as they are seen as costly

These propositions have not been explored or tested in a museum setting. This research aims to understand the role that mobile technology could play in enhancing visitation and repeat visitation in museums. This process is essential to advance the research into mobile technology into the experiential services. Moreover, this research will inform museum management on the potential of using and integrating this technology in museum delivery, if it is found to be positively viewed by consumers.

Data and Method

Objective

This study aims to examine the role of mobile phones in creating satisfying visitor interactions with the museum. The aim of the study is to inform service design about the implementation of the use of mobile phones as an interactive technology in a museum service-scape and the role this technology may play in increasing visits and repeat visits. The objective of the in depth interviews was to identify the role of mobile phones in innovating the service offering and delivery and the desire for mobile and mobile Internet technology in a museum setting. The extant literature focusing on current research informed the conceptual map used to inform the open-ended questions for the interviews. This research has generated propositions from explanations and definitions offered in the literature and examine how each fits the data collected from each of the consumer interviews. The propositions are accepted and rejected based on their data fit. Hyde

(2000) and others (Holloway, 1997; Mantzoukas, 2008) support using this practice in qualitative work as a practice for theory generation.

Sample

Advancing Hsi (2002) and vom Lehn and Heath (2005) this study will use a consultant customer group rather than teachers, educators and consumers, and will select these from the technologically efficacious generation-Y (born, 1977-1989) segment (McCrindle, 2007). This study is directed at this technologically efficacious generation in an attempt to capture a group that is familiar with this type of technology and that has formed an opinion of using this technology. This group is reflective of potential adopters, users and owners of mobile technology and is the growth target segment for museums. Using mall intercept (Rice and Hancock, 2005) in a major cultural precinct, in order to identify museum consumers, the target population of technologically ready museum attendees, (aged 18-29) as described by Australian Bureau of Statistics (ABS, 2003) were approached and offered the opportunity to participate. Mall intercept is suggested as valid convenience sampling method offering both the ability to gather quantitative and qualitative data (Rice and Hancock, 2005). If in agreement, approached candidates were scheduled for an interview at a convenient time in the future. Over 50 consumer names and details were collected.

Procedure

A series of consultant customer interviews were conducted to gain description of a typical museum offering, their mobile phone usage and ownership and the need and attitude toward interactive mobile technology in a museum experience. As this project is an exploratory study, a defined generalized group of people who met all eligibility criteria for full-scale research study, were identified by the use of screening questions (Marshall, 1996). These customers functioned as lead users (von Hippel, 1986) in this context and were found to be representative of this sample group. The screening questions included being knowledgeable about museums, technologically efficacious, mobile users, born in the generation-Y demographic and were frequent attendees. Each candidate was further asked to offer a self-description of their demographic profile, this assisting in the management and presentation of responses. Moreover, this content supported the usage segments identified in the discussion. With careful sampling and equally careful collection techniques, a surprisingly small number of interviews, narratives or focus groups can yield the data to answer your research question (Marshall, 1996). The general rule in qualitative research is that you continue to sample until you are not getting any new information or are no longer gaining new insights. This is referred to as theoretical saturation. Moreover, theoretical saturation is a process whereby themes and constructs from one case or interview are substantiated by the evidence of another case (Eisenhardt, 1989). Theoretical saturation was deemed to be achieved at 22 candidates. Moreover, consistent with the suggested valid range of case sampling of more than

ten cases (Eisenhardt, 1989), the 22 consultant interviews conducted were found to be satisfactory for valid sampling.

Specifically, the interviews were used to gather thick description of the critical factors and non-critical factors (Johnston and Heineke, 1998), the interactions with mobile enabling technology, satisfaction, and desire to revisit. The interviews were guided by open-ended questions highlighting the steps and processes and the level of interaction desired. Interviews included questions about online and mobile search activity, use of mobile devices, applications used on mobile devices/phones, navigation and how these interrelated to the museum experience and consumption. The data collected included actual mobile usage and how applications and the use of M-marketing practices may enhance the museum experience. Further questions included how mobile Internet search and usage interacted and translated into actual visits to the museum, the costs of using mobile technology and their attitude toward costs, what emotions were elicited online and on mobile technology, and finally how technology supported, enhanced and created the experience. The aim of these interviews was to gain a clear understanding of the mobile technology used in an interactive museum context and how it interrelates to onsite consumption and site visits. The scripts were implemented as the unit of analysis (Hubbert, Sehorn, and Brown, 1995), and responses were examined for frequency, strength of response and analyzed to develop theory using a conceptual map (Miles and Huberman, 1994).

Findings and discussion

The findings have been organized into themes, which have been organized around current literature including: M-Marketing as a cost effective tool to create awareness (Sultan and Rohm, 2005: 86); M-marketing as an annoyance (Heinonen and Strandvik, 2005); the role of SMS (Bauer et al, 2005, Heinonen and Strandvik, 2003 Grant and O'Donohoe, 2007); youth demographic and technology readiness (Bauer et al, 2005; Heinonen and Strandvik, 2003; Grant and O'Donohoe, 2007); the firm or the individual as the sender (Heinonen and Strandvik, 2003); Multimedia format and downloads (Jenkins, 2006) and invasion of privacy (Bauer et al., 2005).

General Usage Segments of Mobile Technology

Interestingly, the generational literature would suggest that this sample group should be high users of technology and possess high media literacy (Ofcom, 2008). The terms technological confidence, technological efficacy and media literacy are used interchangeably and refer to a person ability to interact with technology (Ofcom, 2008). However, the group sampled offered a mixed level of technological interest and confidence (Ofcom, 2008). Four clear groups were found, including those who use and own mobile phones and embrace all applications; those who use and own mobile phones and embrace only SMS messaging and phone call usage; those who use and own a mobile phone and embrace only phone call usage (no messaging) and those

that own but rarely use any services. This final group appears to make limited use of technology of any sort. It is evident these groups could be segmented based on technology readiness (Grant and O’Donohoe, 2007), adoption (Bauer et al, 2005) and involvement with technology (Jenkins, 2006) including their level of technological confidence (as discussed) with each segment having differing opinions on the role of mobile technology in a museum setting. This advances current understanding of general mobile usage (Jenkins, 2006) as well as its application in a museum setting. Table 1 offers some of the rich narrative comment offered by the user segments.

Table 1: User segment profiles for mobile phone consumption

Defined segments based on readiness, involvement and adoption.	Narrative examples
1. Who use and own mobile phones and embrace all applications	<i>1. I have an I phone I could not live without it, I search for all my addresses, I shop on line I organize my life using my I phone. If I misplace it I misplace my life! 2. Now that I know how to use my phone I use all applications and find going on the internet easier on my phone as it is always with me. Costs a little more but the convenience and pocket size of you phone make is very convenient.</i>
2. Those who use and own mobile phones and embrace only SMS messaging	<i>1. I txt everything order pizza, talk with friends text if I am late. I don’t use internet on my phone too fiddly and too expensive. I save the internet searching for home or work</i>
3. Those who use and own a mobile phone and embrace only phone call usage (no messaging)	<i>1. I have never learnt how to txt find it too slow and need to be texting people who know how to answer. I think I am one of those people with the 200 never texts on their phone! God gave us the art of speech...so lets use it</i>
4. Own mobile but have limited use of technology (of any sort.)	<i>In case of emergency? What is so urgent that you need to sit on the phone? I will plan if I am going out and the rest can wait</i>

Findings Related to Propositions

The findings related to specific propositions have been summarized in Table 2 and these will form the basis of the discussion offered.

Table 2: Findings in relation to propositions

THEORY	FINDINGS
Proposition 1: Mobile marketing is expected to increase interactivity by involving the consumer increasing brand awareness (Sultan and Rohm, 2005: 86).	<ul style="list-style-type: none"> • Rejected: No respondent suggested that mobile phone usage would increase awareness • (4) Suggested that quality may be increased; (16) Respondents said no quality improvement
Proposition 2: Mobile marketing may be seen as an annoyance in the museum context when used as a channel of delivery (Heinonen and Strandvik, 2005).	Accepted by the Majority
Proposition 3: SMS messages were more likely to be	(9) Respondents Accepted but only for specific

accepted if the content was perceived as relevant and entertaining (Bauer et al., 2005; Heinonen and Strandvik, 2003; Grant and O'Donohoe, 2007).	practices,
Proposition 4: The younger generations are more likely to adopt, appreciate and use mobile technology (Bauer et al, 2005; Heinonen and Strandvik, 2003; Grant and O'Donohoe, 2007).	<ul style="list-style-type: none"> Accepted, All candidates in sample age 18-24 supported use Older candidates 28-31 were less supportive
Proposition 5: Mobile phone usage as a marketing tool is seen as invasion of privacy (Bauer et al., 2005).	Accepted by the majority
Proposition 6: Levels of acceptance increase if the mobile marketing message was permitted by the consumer in a 'pull' fashion rather than 'pushed' by the organization (Heinonen and Strandvik, 2003).	Accepted, 12 respondents suggested that pull strategies would be more acceptable than marketing push by the firm
Proposition 7 (a): Richer media formats are the preferred option to provide entertainment.	<ul style="list-style-type: none"> Rejected, 1 candidate offered downloads as preferred the majority No respondents commented on the costs of downloads
Proposition 7 (b): Richer media formats are unlikely to download as they are seen as costly.	Accepted, 18 candidates suggested costly and would not use

Aligned with current technology research, in particular mobile phones, some candidates suggested that using mobiles as a tool may enhance the technical quality of the experience (4) with others diametrically opposed (16). Those opposed did not see mobile phones as an accessory and only as an emergency form of telecommunications. As the data collected does not support proposition one it was rejected. Therefore mobile marketing is not expected to increase interactivity by involving the consumer increasing brand awareness in a museum context. Coupled with this, respondents (16) suggested that advertising and promotion using mobile devices was a disturbance, and they preferred only communication from their personal contact list. This data supports the proposition that mobile marketing channel is seen as an annoyance, accepting proposition two.

Furthermore, supporting Heinonen and Strandvik (2005), this group of candidates found mobile marketing to be an annoyance; in both general services and in the consumption of a museum service. They suggested SMS reminders and promotions would interfere with "lives" and "plans" and would be seen as an invasion of privacy (supporting both proposition two and five) however some consumers suggested that in a rare and limited event there might be some advantage for SMS messaging in gaining quick and preferential ticketing. This data offering a weak acceptance of proposition three, that suggests SMS as the preferred method of mobile technology.

Moreover, many concerns (16 candidates) existed with respect to the privacy and protection of phone numbers. These candidates (16) were concerned that others, including both individuals and firms could gain access of phone numbers and details and use them for other purposes such as "M-sales stalking". This

concern would stop many candidates from sharing their numbers with museums. This advances the findings of Bauer et al, (2005) who found that candidates had concerns when sharing mobile numbers with firms supporting proposition seven. The candidates who suggested that mobile phone technology would enhance the experience and improve quality were all from the younger demographic (ranging in age from 18-24) interviewed in this study. This finding supports the work on youth demographic and technology readiness suggesting that different demographic groups and generation are technologically ready and likely to positively respond to M-marketing (Bauer et al., 2005; Heinonen and Strandvik, 2003; Grant and O'Donohoe, 2007) supporting proposition four.

The most popular application was messaging and the least popular was using mobiles to access downloads and media, rejecting proposition six and accepting proposition three. Candidates who were mobile phone loyalist said they would use downloads, however the costs were prohibitive. Interestingly, one of the four 'non-loyalists' thought that if costs of downloads could be passed back to the museum they would use downloads, however, at this time the cost of access via ISP to downloads outweighed any benefit to enhancing the experience. This supports the concept of the firm managing and owning the channel costs and advances the issues raised by Heinonen and Strandvik, (2005). Candidates (18) suggested that if firms are intending on using technology to reduce costs, any costs related to the technology must not be overtly and directly passed on to the consumer.

Most other candidates were sceptical and cynical about using downloads as a way of redirecting marketing and promotional costs back on the consumer and felt this was unfair and costly. Consistent with Heinonen and Strandvik (2005), (12) candidates supported the customer's preference for customer pull strategies rather organizational push strategy when M-marketing was used accepting proposition five. Finally, consumers (16) suggested mobile phones and their use offered little to enhance the museum experience or improving satisfaction with museum visits. This supports the theory that technology is an enabler of creating atmosphere and efficiency (Klassen, Russell and Chrisman, 1998) but is not a direct and substantial predictor of enhancing satisfaction or gaining consumers repeat visitation.

In summary, this research investigated the influence of mobile technology in a museum setting and its influence enhancing the visit. The main themes raised include M-advertising as a disturbance and only successful if personal contacts is permitted: SMS messages were more likely to be accepted if the content was perceived as relevant and entertaining: younger generations are more likely to adopt, appreciate and use mobile technology: M-marketing is seen as invasion of privacy, the levels of acceptance increase if the mobile marketing message was permitted by the consumer in a 'pull' fashion rather than 'pushed' by the organization: and the richer media are seen as costly and consumers are unlikely to download if they must

bear the cost. Conceptually, at this point there is little evidence existing to support M-services and M-advertising for museum management.

Future Directions

The findings of this research imply the opportunity for firms to develop alliance with providers and develop relationship for cost reduction of downloads. As one of the main concerns of consumers was the nature of costs and increased costs of downloads, possible technological channel developments that shift costs away from consumers may overcome this concern. Moreover, given the perception that the cost of marketing may be shifted from the firm to the consumer, alliances such as this would minimize this negative perception. Opportunity exists for museums to use M-services, if they can have the cost of downloads offset. Under current conditions in this context consumers see minimal value in mobile phone marketing other than updates, alerts and reminders. Museums would need to respect the privacy of consumers, as a major concern of consumers is the loss of data integrity. In addition, excessive contact and downloads are not perceived well. This research was exploratory in nature and further empirical research developing these concepts and investigating causal relationships is indicated.

Conclusion

This study offered insight into the nature of the judgments concerning mobile phone technology to enhance the museum experience. The themes of annoyance, breach of privacy and costs were raised as negatives, with no specific advantages identified. It is evident there may be an opportunity for mobile provider alliance in M-marketing with providers managing privacy and security issues and developing some form of cost reduction for downloads of a mass marketing type. Consumer concerns over excessive cost and privacy do appear to outweigh M-marketing advantages in this context under existing mobile phone service provision models. The concern of consumers that increased costs are shifted from the firm to the consumer could provide an opportunity to develop strategic alliance with ISP's to offset costs and shift download costs back to the firm. Under current conditions in this context, consumers see minimal value in mobile phone marketing other than updates alerts and reminders. This paper has focused on M-marketing within the museum context and the findings from this study will inform a major empirical study to validate and offer recommendations for managerial implications. It is suggested future research pertaining to the general M-marketing consumer issues in experiential services could also be undertaken to enhance and advance this area of research.

References

- Australian Bureau of Statistics (ABS) (2003). *The social and demographic characteristics of cultural attendees*. Retrieved March 20, 2008, from

http://www.culturaldata.gov.au/data/assets/pdf_file/79725/Social_and_Demographic_Characteristics_of_Cultura_I_Attendees.pdf

- Bagdadli, S. (1997). *Il museo come azienda. Management e organizzazione al servizio della cultura*. Milano: Egea.
- Bauer, H.H., Reichardt, T., Barnes, S.J., and Neumann, M.M. (2005). Driving consumer acceptance of mobile marketing: A theoretical framework and empirical study. *Journal of Electronic Commerce Research*, 6(3), 181-192.
- Bernardi, C. (2005). *The strategic development of museums: a system dynamics approach*. Retrieved March 10, 2008, from http://neumann.hec.ca/aimac2005/PDF_Text/Bernardi_Chiera.pdf
- Bhattacharya, C.B., Hayagreeva, R., and Glyn, M. (1995). Understanding the bond of identification: An investigation of its correlates among art museum members. *Journal of Marketing*, 59(4), 46-57.
- Boisvert, D., and Slez, D. (1995). The relationship between exhibit characteristics and learning associated behaviours in a science museum. *Science Education*, 79(5), 503-518.
- Botti, S. (2000). What role for marketing in the arts? An analysis of arts consumption and artistic value. *International Journal of Arts Management*, 2(3), 16-27.
- Caldwell, N. (2005). *The whiplash 'Time-clock' experiment: Measurement of visitor engagement in a small museum*. Retrieved March 20, 2008, from http://neumann.hec.ca/aimac2005/PDF_Text/Calwell_Niall.pdf
- Chirieleison, C. (2003). *La gestione strategica dei musei. Collana di studi economico-aziendali E. Giannessi*. Milano: Giuffrè.
- Curran, M.C., Meuter, M., and Suprenant, C.F. (2003). Intention to use self-service technologies: A confluence of multiple attitudes. *Journal of Service Research*, 5(3), 209-224.
- DiMaggio, P.J. (1986). Can culture survive the marketplace? In P.J. DiMaggio (Eds), *Nonprofit enterprise in the arts: Studies in mission and constraint*. Oxford: Oxford University Press.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532 – 550.
- Falk, J.H., Koran, J.J., Dierking, L.D and Dreblow, L. (1985). Predicting visitor behaviour. *Curator*, 28, 249-257.
- Gilmore, A., and Rentschler, R. (2002). Changes in museum management: A custodial or marketing emphasis? *Journal of Management Development*, 21(10), 745-760.
- Goulding, C. (2000). The museum environment and the visitor experience. *European Journal of Marketing*, 34(3/4), 261-278.
- Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91(3), 481-510.
- Grant, I. and O'Donohoe, S. (2007). Why young consumers are not open to mobile marketing communication. *International Journal of Advertising*, 26(2), 223-246.
- Hagan, P.T. (1999). *Mayo clinic guide to self-care*. Rochester: Mayo Clinic.
- Haig, M. (2003). Book reviews: Mobile marketing – the message revolution. *Journal of Database Marketing and Customer Strategy Management*, 11(2), 183-184.

- Hawkey, R. (2004). *Learning with digital technologies in museums, science centers and galleries*. Retrieved March 10, 2008, from http://www.futurelab.org.uk/resources/documents/lit_reviews/Museums_Galleries_Review.pdf
- Heinonen, K. and Strandvik, T. (2003). *Consumer responsiveness to mobile marketing Stockholm mobility roundtable*. Retrieved March 5, 2008, from <http://www.hkkk.fi/netcomm/lmgLib/2/66/heinonenandstrandvikMobility2003.pdf>
- Heinonen, K. and Strandvik, T. (2005). Communication as an element of service value. *Journal of Service Industry Management*, 16(2), 186-198.
- Holloway, I. (1997). *Basic concepts for qualitative research*. Oxford: Blackwell Publishing.
- Hsi, S. (2002). *The electronic guidebook: A study of user experiences using mobile web Content in a Museum Setting*. Retrieved March 15, 2008, from http://usight.concord.org/documents/electronic_guidebook.pdf
- Hubbert, A.R., Sehorn, A.G., and Brown, S.W. (1995). Service expectations: The consumer versus the provider. *International Journal of Service Industry Management*, 6(1), 6-22.
- HydeKenneth F. (2000). Recognising deductive processes in qualitative research. *Qualitative Market Research: An International Journal*, 3(2), 82-90.
- Jenkins, F. (2006). *Mobile marketing*. Retrieved March 10, 2008, from <http://www.emeraldinsight.com/10.1108/17473610610701501>
- Johnston, R. and Heineke, J. (1998). Exploring the relationship between perception and performance: Priorities for action. *The Service Industries Journal*, 18(1), 101-112.
- Lee, J., and Allaway, A. (2002). Effects of personal control on adoption of self-service technology innovations. *Journal of Services Marketing*, 16(6), 553-572.
- Leppaniemi, M. and Karjaluoto, H. (2005). Factors influencing consumers' willingness to accept mobile advertising: A conceptual model. *International Journal of Mobile Communications*, 3(3), 197-212.
- Kavassalis, P., Spyropoulou, N., Drossos, D., Mitrokostas, E., Gikas, G., and Hatzistamatiou, A. (2003). Mobile permission marketing: Framing the market inquiry. *International Journal of Electronic Commerce*, 8(1), 55-79.
- Kawashima, N., (1998). Knowing the public. A review of museum marketing literature and research. *Museum Management and Curatorship*, 17(1), 21-39.
- Klassen, K.J., Russell, R.M., and Chrisman, J.J. (1998). Efficiency and productivity measures for high contact services. *The Service Industries Journal*, 18(4), 1 -18.
- Kotler, N. (2003). *Creativity and interactivity: New ways to experience, market and manage museums*. Retrieved March 20, 2008, from http://www.fuel4arts.com/files/attach/NeilKotler_Museums0404031.pdf
- Kotler, P., and Kotler, N. (1998). *Museum strategy and marketing: Designing missions, building audiences, generating revenue and resources*. San Francisco: Jossey Bass Wiley.
- Mantzoukas, S. (2008). Facilitating research students in formulating qualitative research questions. *Nurse Education Today*, 28(3), 371 - 377.
- Marshall Martin, N. (1996). Sampling for qualitative research. 13(6), 522-526.
- McCrinkle, M. (2007). Understanding generation-Y. Retrieved March 10, 2008, from <http://www.learningtolearn.sa.edu.au/Colleagues/files/links/UnderstandingGenY.pdf>
- McLean, F. (1994). Services marketing: The case of museums. *The Service Industries Journal*, 14(2), 190-203.

- Miles, M. B., and Huberman, A. M. (1994). *Qualitative data analysis*, (2nd ed). Thousand Oaks: Sage Publications.
- Museums Australia (2007). *What is a museum?* Retrieved March 20, 2008, from <http://www.museumsaustralia.org.au/site/page13.php>
- Nsyreen, H., Pederson, P.E., and Thorbjornsen, H. (2005). Intentions to use mobile services antecedents and cross-service comparisons. *Academy of Marketing Science*, 33(3), 330-346.
- Office of Communications (Ofcom) (2008). *Media literacy audit: Report on UK's children media literacy*. Retrieved 22 August, 2008, from http://www.ofcom.org.uk/advice/media_literacy/medlitpub/medlitpubrss/ml_childrens08/ml_childrens08.pdf
- Pierroux, P. (1998). *Art in networks: Information and communication technology in art museums*. University of Oslo: The Department of Art History.
- Rice, R. and Hancock, L. (2005). The mall intercept: A social norms marketing research tool. *The Report on Social Norms*, 4(7) 4-7.
- Robbins, J.E., and Robbins, S.S. (1981). Museum marketing: Identification of high, moderate, and low attendee segments. *Academy of Marketing Science Journal*, 9(1/2), 66-76.
- Rust, R.T., and Kannan, P.K. (2003). E-service: a new paradigm for business in the electronic environment. *Communications of the ACM*, 46(6), 37-42.
- Salomann, H., Kolbe, L., and Brenner, W. (2006). Self-services in customer relationships: Balancing high-tech and high-touch today and tomorrow. *E-Service Journal*, 65-84.
- Schultze, U. (2004). Complementing self-serve technology with service relationships: The customer perspective. *E-service Journal*, 7-31.
- Screven, C. (1986). Exhibitions and information centers: some principles and approaches. *Curator*, 29(2), 109-137.
- Seybold, P.B. (1998). *Customers.com: How to create a profitable business strategy for the Internet and beyond*. New York: Crown Business.
- Seybold, P.B. (2001). *The Customer Revolution: How to thrive when customers are in control*. New York: Crown Business.
- Sindell, K. (2000). *Loyalty marketing for the internet age: How to identify, attract, serve, and retain customers in an e-commerce environment*. Chicago: Dearborn Financial Publishing.
- Solima, L. (1998). *La gestione imprenditoriale dei musei. Percorsi strategici e competitivi nel settore dei beni culturali*. Padova: Cedam.
- Sullivan Mort, G., and Drennan, J. (2002). Mobile digital technology: Emerging issues for marketing. *Journal of Database Marketing*, 10(1), 9-23.
- Sultan, F., and Rohm, A. (2005). The coming era of "brand in the hand" marketing. *MIT Sloan Management Review*, 47(1), 83- 90.
- Tramposch, W. (1998). Te Papa: an invitation for redefinition. *Museum International*, 50(3), 28-32.
- Uzzi, B. (1997). Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 42(1), 35-67.
- Uzzi, B. and Gillespie, J.J. (2002). Knowledge spillover in corporate financing networks: embeddedness and the firm's debt performance. *Strategic Management Journal*, 23(7), 595-618.

- van Riel, A.C.R., Liljander, V., and Jurriens, P. (2001). Exploring consumer evaluations of e-services: a portal site. *International Journal of Service Industry Management*, 12(4), 359-377.
- vom Lehn, D., and Heath, C. (2005). Accounting for new technology in museum exhibitions. *International Journal of Arts Management*, 7(3), 11-21.
- von Hippel, E. (1996). Lead users: A source of novel product concepts. *Management Science*, 32(7), 791-805.
- Weerawardena, J., and Sullivan Mort, G. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1), 21-35.
- Yeh, J., and Lin, C. (2005). Museum marketing and strategy: Directors' perception and belief. *Journal of the American Academy of Business*, 6(2), 279-284.
- Yunos, H.M., Gao, J.Z. and Shim, S. (2003). Wireless advertising's challenges and opportunities. *IEEE Computer*, 36(5), 30-37.
- Zemke, R and Connellan, T. (2001). *E-service: 24 ways to keep your customers - when the competition is just a click away*. New York: McGraw-Hill.

About the authors:

Dr Margee Hume is an early career researcher at Griffith University. Her doctoral thesis in the field of services marketing and services operations was awarded the outstanding doctoral researcher by the "The Annual Emerald Outstanding Doctoral Research Award committee." As an early career researcher, she is developing a productive research output including 35-refereed publications. Her research interests include sustainable service operations and innovation, interactive technology and non-profit organizations.

Gillian Sullivan Mort is Associate Professor of Marketing in the Griffith Business School. Her research interests include nonprofit marketing and branding, social entrepreneurship, e-marketing and international marketing. She jointly holds an Australian Research Council Discovery Grant to research international marketing and 'born global' firms, international marketing being the topic of her doctoral thesis. Her work has been published in such journals as *Journal of World Business*, *Journal of Advertising Research* and *International Marketing Review*. Her teaching interests are diverse and include international marketing and contemporary marketing issues.