

CUSTOMER SATISFACTION

Case: Rovaniemi Local Heritage Museum

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The purpose of the thesis was to figure out the level of customer satisfaction at Rovaniemi Local Heritage Museum. A customer satisfaction questionnaire was constructed to complete the thesis research. The survey questionnaire measured the level of customer satisfaction at Rovaniemi Local Heritage Museum; 70 respondents answered the questionnaire. A qualitative method was used to analyse the results, which concluded that the level of customer satisfaction at Rovaniemi Local Heritage Museum is high. The museum scored a star-rating of 4,3 stars out of 5 stars.

The results show that the customers are most satisfied with the atmosphere, the exhibitions, the museum-staff/level of customer service, and the overall experience. The customers are most dissatisfied with the outdoor areas, the prices, and the information/signs. The results of the research indicate that the information signs are the biggest cause of dissatisfaction at Rovaniemi Local Heritage museum, and the signs are what the museum should focus on improving in the future.

The factors that might have affected the validity and reliability of the research are the so-called volunteer-bias, the fact that the questionnaire was only available in English and Finnish, and the fact that customers tend to give positive ratings when it comes to satisfaction.

Key words customer satisfaction, museum, survey, questionnaire,
local heritage museum

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FOREWORD

Firstly, I would like to thank Rovaniemi Local Heritage Museum for being my commissioner. The Totto Association has been very cooperative and helped me with the information I needed for the thesis. I am especially thankful for Kaija Sälevä and Kerttu Oikarinen for helping me with all the practical things related to my research.

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I am thankful for all the visitors at the museum who answered the customer satisfaction questionnaire. Furthermore, I would like to thank my family for their emotional support throughout the thesis process. Lastly, I would like to thank my friends for helping me with the execution and translation of the questionnaire.

1 INTRODUCTION

Museums are important because they function as the memories of a nation and they preserve cultural heritage for future generations to see (Suomen Museoliitto 2022d). Local heritage museums promote a sense of community and provide historical information (Finnish Heritage Agency 2022b). In this thesis, the museum in focus is Rovaniemi Local Heritage Museum.

The purpose of the thesis is to figure out the level of customer satisfaction at Rovaniemi Local Heritage Museum. The results of the research will indicate and identify the areas that need improvement, which will make ground for future development ideas. The results of the research might make the museum-staff aware of problems that they have not earlier noticed, realized or acknowledged.

If the customers turn out to be 100% satisfied with the museum, then there will be nothing to improve. This scenario seems unlikely and unrealistic, but in the end, the goal would be to reach a point where customers have nothing but positive feedback and have nothing to complain about. This will most likely not be the case for this thesis research and there probably will be some problems that need solving but the museum-staff needs to firstly become aware of these issues before they can start focusing on fixing them. By answering the customer satisfaction questionnaire, customers are helping the museum improve which in the end will be beneficial for the customers as well.

Rovaniemi Local Heritage Museum relies greatly on voluntary work and can always use a helping hand (Sälevä 2022). It has been many years since a customer satisfaction survey was executed at the museum, so it is a good time to do the research (Sälevä 2022). The local heritage that is displayed at the museum is part of history which belongs to all of us. Maintaining the institutions that preserve our history is of general interest to everyone; improving the local heritage museums will be beneficial for us and the future generations. Besides this, I have a personal interest in the museum and its workers as I earlier have worked there myself.

This study is important because it will help preserve a piece of history that belongs to all of us. The research should be repeated 5 years from now or even every summer to track the progress, compare the years, and see if the customer satisfaction has improved.

2 MUSEUMS AND CUSTOMER SATISFACTION

2.1 Museums in Finland

A museum is, in cooperation with archives and libraries, the memories of a nation. The purpose of museums is to depict life of humanity by storing and managing materials that tell about it. These materials include objects, samples, artefacts, works of art, monuments, buildings and related stories. Not only do museums gather and store information, they also manage and transmit this information to the public by organizing exhibitions and publishing their research. There are different types of museums that each focus on and specialize in a certain phenomenon or subject; art-museums, natural history museums, cultural history museums, war museums, national museums, local heritage museums and more. (Suomen Museoliitto 2022c.)

The mission of museums is to preserve cultural heritage for future generations and to convey information, stories and experiences related to cultural heritage to the public. In the Museums Act, the task of museums is described as promoting the availability of information about cultural and natural heritage. Within the framework of this mission, museums must record and preserve material and visual cultural heritage, carry out related research as well as exhibit and publish. (Suomen Museoliitto 2022d.)

In the summer of 2022, the International Council of Museums (ICOM) approved a new definition of a museum;

A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection, and knowledge sharing. (ICOM: International Council of Museums 2022.)

The Finnish museum sector is wide and diverse (Finnish Heritage Agency 2022a). There are more than 1000 local museums in Finland, whereof more than 100 of these are local heritage museums. (Suomen Kotiseutuliitto 2022.)

The local heritage museums in Finland are managed both professionally and non-professionally. The museums that are managed professionally have at least two full-time employees who function as museum professionals. The museums that are managed non-professionally are primarily maintained by municipalities, associations, non-profit organisations and foundations. These museums including Rovaniemi Local Heritage Museum are mainly open in the summer. (Finnish Heritage Agency 2022a.)

The local heritage museums are mainly managed by part-time volunteer workers; 10,000 volunteers every year. Overall, the local heritage museums in Finland have a collection of 2.4 million objects, and they gather more than a million visitors annually. The local heritage museums serve as a learning environment for people interested in preserving the local cultural heritage. The objects in different local heritage museums seem similar, but they are all unique as each museum represents a certain area. (Suomen Kotiseutuliitto 2022.)

Local heritage museums promote a sense of community, provide historical information, and organize activities and events that helps create awareness of the cultural environment and the cultural heritage. The Finnish Heritage Agency supports the projects of local heritage museums by awarding grants and engaging in cooperations. (Finnish Heritage Agency 2022b.)

Cultural history museums are museums that store typical, common, and widely occurring objects as examples of human and cultural development. Cultural history museums tend to specialize in a certain field, time-period, or geographical area. There are 20 cultural history museums in Finland which all have a regional responsibility to promote and direct museums activities in the region. The Regional Museum of Lapland is a cultural history museum, and it is located at the Arktikum in Rovaniemi. (Suomen Museoliitto 2022a.)

2.2 Customer Satisfaction

As the name implies, customer satisfaction measures the satisfaction of customers. Customer satisfaction reflects a customer's experience with a product or a service. The reflection is based on a comparison between the actual experience with the product or service and the customer's expectations of this beforehand. The customer is satisfied if the product or service matches or exceeds the expectations and vice versa. Customer satisfaction is an emotion-based response from customers, which functions as an evaluation of the overall experience of a product or service. Customer satisfaction measures how well a product or service satisfies the needs and wants of customers, and it is therefore an important criterion for measuring the level of quality delivered to customers. Customer satisfaction is vital for any organization that aims at staying active, competitive, and dynamic. (Ahmad & Mahmoud 2014.)

Measuring customer satisfaction is a natural part of trying to improve the quality of products and services, which will increase the competitive advantage of a company or organization. An increase in customer satisfaction will lead to an increase in customer retention; customers coming back. This means that happy and satisfied customers create more profits to the organization than unhappy and unsatisfied customers. In the long term, the organization can save money on advertising and marketing because the satisfied customers will spread their good experience with friends and family, and thus attract new customers. In fact, word of mouth brings about almost 60% of new customers. (Ahmad & Mahmoud 2014.)

Taking customer expectation into account is considered as standard when measuring customer satisfaction (Ahmad & Mahmoud 2014). The level of satisfaction customers obtain from a product or service depends on their expectations beforehand. Customers have different expectations and standards. Researchers distinguish between ideal and predicted expectations. Customers with ideal expectations expect the product or service to be ideal. They expect the product to be perfect, something they wish they could obtain. If a customer has ideal expectations, the outcomes are referred to as 'should' or 'desired'. On the other hand, customers with so-called predicted expectations expect no more

than what they think the company can deliver. The outcomes of this kind of expectations are referred to as 'will' or 'likely'. (Oliver 2006.)

Customers with ideal expectations usually have a lower level of satisfaction than customers with predicted expectations. A reason for this might be that customers with ideal expectations only feel satisfied if the product or service truly is ideal, which is not always the case. Customers with predicted expectations have more realistic and often lower expectations than customers with ideal expectations. This basically means that higher expectations can lead to higher dissatisfaction and disappointment. Customers can have both kinds of expectations and they can change their mind at different times. (Oliver 2006.)

The Swedish Customer Satisfaction Barometer Model is one of several different models which can be used to measure customer satisfaction. The model is based on two parts of customer satisfaction; perceived value and customer expectations. Generally, if the perceived value of a product or service increases then the customer satisfaction increases. Customer expectations can affect the perceived value which will then affect the customer satisfaction. Customer expectations are usually based on word-of-mouth information, a customer's previous experience with the company, and/or advertising of the company. If a customer previously has had a negative experience with the company, or he/she has heard a lot of negative stories about the company, then it will affect the perceived value negatively which will affect the customer satisfaction negatively, but having a positive experience can outweigh any of these negative customer expectations. (Haafte 2017.)



Figure 1. The Swedish Customer Satisfaction Barometer Model (Fornell 1992, as cited in Ahmad & Mahmoud 2014)

The Swedish Customer Satisfaction Barometer Model contains two consequences of customer satisfaction; customer complaint and customer loyalty. When a customer is not satisfied, he/she will usually have some customer complaints. If the customer complaints increase then the customer loyalty decreases, but if the customer complaints decrease then the customer loyalty increases. The Swedish Customer Satisfaction Barometer Model consists of two main variables; perceived value and customer expectation, which affect the customer satisfaction and the two consequences of that; customer complaint and customer loyalty. (Haaften 2017.)

The Expectation Disconfirmation Theory, also called the Expectation Confirmation Theory, states that positive or negative disconfirmations of expectations and perceived performance leads to customer satisfaction. Positive disconfirmation leads to satisfaction and negative disconfirmation leads to dissatisfaction. For example, if a product or service outperforms or outshines the expectations, then those expectations are positively disconfirmed, which will increase customer satisfaction. On the other hand, if a product or service does not meet the expectations, then those expectations will be negatively disconfirmed, which will decrease customer satisfaction. (Al-Msallam 2014.)

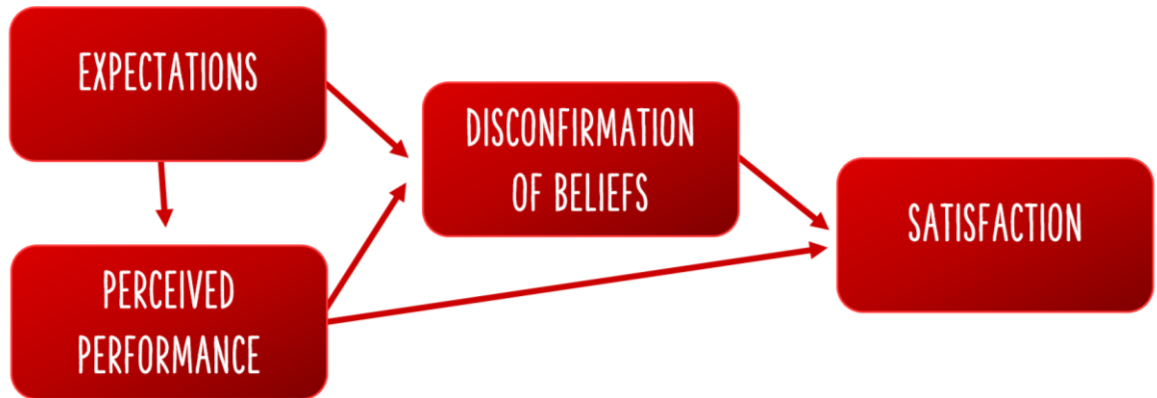


Figure 2. The Expectation Disconfirmation Theory (Oliver 1977, as cited in Ahmad & Mahmoud 2014)

Similar to the Swedish Customer Satisfaction Barometer Model, the expectations also affect the perceived performance in this model. If there is no disconfirmation of beliefs, there is instead a confirmation of beliefs. This means that the experience matches the expectations and perceived performance. A confirmation of positive expectations will increase customer satisfaction, but a confirmation of negative expectations will decrease customer satisfaction. (Ahmad & Mahmoud 2014.)

The concepts of service quality and customer loyalty are related to the concept of customer satisfaction. Service quality can be seen as an antecedent for customer satisfaction while customer loyalty is a consequence of customer satisfaction. Customer loyalty refers to the repeated purchasing behaviour of a customer. (Caruana 2002, 811–813.)

3 COMMISSIONER OF THE THESIS

3.1 Rovaniemi Local Heritage Museum

The commissioner of the thesis is Rovaniemi Local Heritage Museum. This museum is part of 'Kotiseutuyhdistys Rovaniemen Totto ry' which is a registered non-profit association. This association does not have an official English name, so in this thesis it will be referred to as the Totto association. The association currently has around 250 members. The Totto association has limited financial resources and therefore relies on volunteer workforce. (Sälevä 2022.)

The main building of the museum was built in 1840, and it originally belonged to the Pöykkölä farm along with the barn and the two granaries (see Appendix 1). Over the years, fourteen other buildings have been relocated from the area of Rovaniemi to Pöykkölä to be part of the museum. (Museot 2022.) The Totto association bought these buildings in 1957 and then opened the museum (Totto 2022).

The main museum building is one of the few remaining buildings that are characteristic of the area. The museum has a big collection of authentic and traditional handicrafts from the 19th and 20th century including farming, fishing, and hunting equipment and tools. (Totto 2022.) The museum illustrates what the life of a wealthy local farmer looked like over 150 years ago (VisitRovaniemi 2022).

Rovaniemi Local Heritage Museum must come up with ideas and development plans to apply for funding from the City of Rovaniemi and from the Finnish Heritage Agency. The museum usually receives around 10.000 euros every year from the City of Rovaniemi. The Totto association is a member of the Finnish Local Heritage Federation, which funds projects at Rovaniemi Local Heritage Museum. The museum occasionally invests in an advertisement in the local newspaper or on Facebook. Besides this, the museum has an Instagram and Facebook account. (Sälevä 2022.)

The Regional Museum of Lapland operates as the higher authority of Rovaniemi Local Heritage Museum. The Regional Museum of Lapland is located at the Arktikum which is also where Rovaniemi Local Heritage Museum has its archive. The two museums have a great cooperation, and occasionally archaeologists and other specialists come to help out at Rovaniemi Local Heritage Museum. (Sälevä 2022.)

Rovaniemi Local Heritage Museum cooperates with different organizations such as Lapland University of Applied Sciences, University of Lapland, and REDU (Rovaniemi Municipal Federation of Education). These collaborations are a great way to attract young people and involve them in the museum activities. In 2018, Rovaniemi Local Heritage Museum tried to start a project with the nearby located Forestry Museum of Lapland, but the cooperation did not work out due to lack of resources and workers. (Sälevä 2022.)

4 THESIS PROCESS AND METHODOLOGY

4.1 Thesis Process

There are different approaches on how to analyse the results of research. One can use either quantitative and/or qualitative methods. Qualitative methodology refers to methods dealing with non-numerical data; words, expressions, meanings and understandings. Quantitative methodology refers to methods dealing with numbers that are typically analysed using statistics. Quantitative methods are usually used to confirm or disprove a hypothesis and can result in generalisable facts. (Streefkerk 2022.)

Qualitative methods produce deeper data while quantitative methods produce generalisable data. Surveys are one of the most common data collection methods. Researchers can ask many people several questions by using surveys. The results of surveys are typically numeric and are processed statistically. Surveys can have different forms; online survey, email survey or hand-out questionnaire. Surveys can produce both quantitative and qualitative data, but often the focus is on producing quantitative data. (Moilanen, Ojasalo & Ritalahti 2022, 155–168.)

The survey questionnaire is a customer satisfaction questionnaire which was used to measure the level of customer satisfaction at Rovaniemi Local Heritage Museum. (see Appendix 2 & 3). It is a structured questionnaire which consists of both closed-ended and open-ended questions. Structured questionnaires are a great way to systematically collect information from people. The questionnaire is made in the form of a hand-out questionnaire because they are often used at the end of an event for immediate feedback. Another benefit to making the survey on a piece of paper instead of online is because most people are willing to answer a survey if you ask them in person and personally explain the purpose and importance of the survey. If the survey questionnaire had been a digital questionnaire instead, which was sent out by email, one could only hope that the respondent is interested in answering and is not busy at the time so that he/she maybe forgets about the email. (Taylor-Powell & Hermann 2000.)

The questionnaires were printed out and put on a table right at the museum entrance, so that customers could fill it out right before leaving the museum. The type of sampling used in the study is convenience sampling, which is a non-probability sampling method. The potential respondents and the expected population of the survey questionnaire were the visitors at the museum. There was no need to limit the population in any way as all museum-guests were part of the target group regardless of age, gender, nationality or background. The results of the research indicated and identified the areas that need improvement, which made ground for future development ideas. A qualitative method has been used to analyse the results of the survey questionnaire, and the data is produced in the form of figures and listings.

The estimated target number of respondents was approximately 100 respondents. The questionnaire was supposed to be available at the museum throughout the summer-season which lasts 3 months from 1 June to 31 August 2022. Unfortunately, the process got delayed so the questionnaire was only available for 1.5 months from 14 July to 31 August 2022. Overall, 70 respondents answered the questionnaire, which is a great number considering that the questionnaire only ended up being available half the time that was planned. Rovaniemi Local Heritage Museum had from 14 July to 31 August approximately 1100 visitors, but only 70 people answered the questionnaire. This means that the research sample represents 6.4% of the expected population.

4.2 Customer Satisfaction Questionnaire

A customer satisfaction questionnaire was constructed to complete the thesis research (see Appendix 2 & 3). The survey questionnaire is based on typical customer satisfaction questions. This chapter explains the theoretical background that the survey questionnaire is based upon.

Questions that are related to each other should be grouped together starting from the general ones to the more specific ones (Krosnick & Presser 2010). In the survey questionnaire, the questions are separated into groups; demographic

questions, introduction questions, rating/satisfaction questions, improvement questions and ending questions.

Sensitive questions should be placed at the end of the questionnaire because they could make the respondent uncomfortable which might demotivate them to answer the rest of the questionnaire (Krosnick & Presser 2010). Therefore, in the survey questionnaire, the questions concerning ratings and improvements are placed in the last half of the questionnaire because it could potentially generate negative and uncomfortable emotions to some respondents. The questions should be neutrally-loaded, so that they do not lead the respondent towards a certain answer e.g. in a positive or negative direction (Krosnick & Presser 2010).

There are different ways to optimize the order of the questions. The first questions in a questionnaire should be easy and pleasant to answer, and the respondent should be able to answer without having to think too hard (Krosnick & Presser 2010). Therefore, the first three questions in the survey questionnaire are basic demographic questions which can be found in most questionnaires. The demographic questions are valuable because it is beneficial for the museum to get to know their customers, so that they know who they are dealing with and who they are creating experiences for.

When making a questionnaire, it is important to use simple, concrete and familiar words, and to avoid using slang and words with ambiguous meanings (Krosnick & Presser 2010). The response options should be fully comprehensive, exhaustive, and mutually exclusive, so that the response options do not overlap each other (Krosnick & Presser 2010). Therefore, the survey questionnaire is organized in a way so that it is understandable for all potential respondents including children. Besides this, the questionnaire is available both in Finnish and English to make it understandable also for foreign visitors.

Respondent fatigue occurs when respondents become tired of a questionnaire and its questions. This will affect the quality of the answers in a negative way. Respondents will usually have less motivation towards the end of a questionnaire, which may cause them to give a perfunctory answer; the respondent spend less

time thinking about the question and does not put any thought into the answer. Respondents might even leave questions blank or answer “don’t know”. The length and design of the questionnaire, and the order of the questions, must be taken into consideration to keep the respondent’s attention throughout the whole questionnaire. (Lavrakas 2008.)

There are some issues when using a scale of points as a measuring tool. If the number of points becomes too large, for example higher than ten, that is when problems with interpretation begins. Customers who have had the same experience with the same level of customer satisfaction might rate it differently. One respondent’s number 8 may be equivalent to another respondent’s number 6. This interpretation issue can be avoided by keeping the number of points relatively low, for example from 1 to 5. (Oliver 2006.)

Because of this interpretation issue, there is no numeric questions in the questionnaire. Numeric questions have been replaced with satisfied-neutral-dissatisfied rating questions and with a star-rating question. Furthermore, to decrease the risk of respondent fatigue, one can minimize the number of answer-options so that the questions are easier and faster to answer for the respondent (Oliver 2006). For example, a three-points scale (satisfied, neutral, dissatisfied) can be utilised instead of a five-points scale (very satisfied, satisfied, neutral, dissatisfied, very dissatisfied) if the questionnaire is considered long (Oliver 2006).

The number of points on a scale can either be odd or even. On a scale from 1 to 5, where 1 is bad and 5 is good, the number 3 is the midpoint. The midpoint is the neutral option, not good nor bad. On a scale from 1 to 4, where 1 is bad and 4 is good, there is no midpoint, and the respondent is forced to pick a side. There are issues with both odd- and even-numbered scales. In an even-numbered scale, the respondent must decide; either you are satisfied, or you are not, even if the respondent does not feel either way. In an odd-numbered scale, the respondent can choose the midpoint if they are neither satisfied nor dissatisfied, but the opponents of the odd-numbered scale argue that very few, if any customers at all, really feel neutral about a product or service. Moreover, they

argue that there is no real information found in a neutral option. The idea of liking or disliking something is easy to understand, but the idea of being neutral is harder to grasp. Figure 3 illustrates different examples of odd- and even-numbered rating scales. (Oliver 2006.)

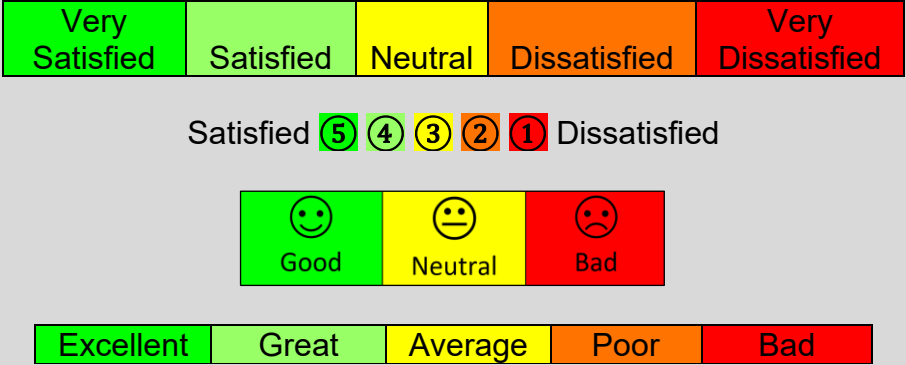
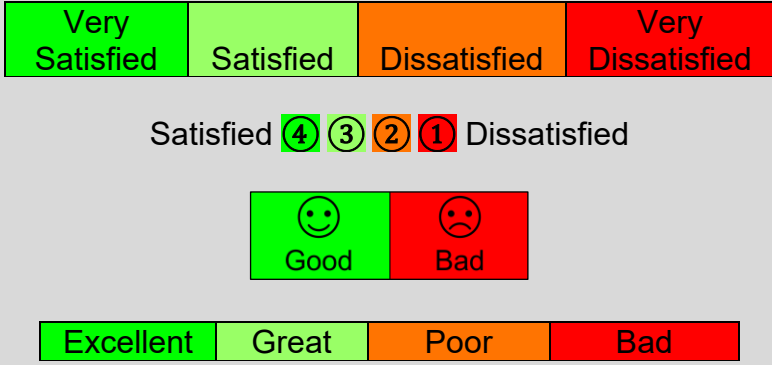
<p>Odd- Numbered Rating Scales</p>	
<p>Even- Numbered Rating Scales</p>	

Figure 3. Examples of Odd- and Even-Numbered Rating Scales

Customers tend to rate products and services positively, especially when it comes to satisfaction. This means that the results of a customer satisfaction questionnaire might turn out more positive than the actual level of customer satisfaction. This tendency is more frequent when there is fewer answer-options. For example, if a customer feels neutral about something but only can choose between satisfied or dissatisfied, he/she is more likely to choose the positive answer-option 'satisfied'. (Oliver 2006.)

4.3 Ethicalness and Reliability of Research

There are many factors that can affect the validity and reliability of the research. The questionnaire has been available for all the visitors at the museum, but surely not everyone has been willing to answer. This issue is called the volunteer bias, which means that the people who chose to answer the survey might be different from those who chose not to answer. This could have affected the results, because the sample may not represent people with certain characteristics from the expected population. (Barratt & Shantikumar 2018.)

Another factor which might have had an impact on the reliability of the research is the language issue. The survey questionnaire was only available in Finnish and English, and it is possible that some customers chose not to answer the questionnaire because they do not speak either Finnish or English. Swedish is also an official language in Finland, so if more resources had been available, a Swedish version of the questionnaire could have been added. Another weakness of surveys is that it is hard to know how serious the respondent is about the research (Moilanen, Ojasalo & Ritalahti 2022).

Customers tend to rate products and services positively, especially when it comes to satisfaction (Oliver 2006). This makes sense because if a customer is having a bad day or has had a bad experience, he/she would probably just leave the museum and would not even bother to answer the survey questionnaire.

Another thing that supports this, is the fact that the respondents had to answer the questionnaire 'in front of' the museum-staff. The workers might not have been in the same room, but they were always present at the museum. This may unconsciously have affected the respondents to be excessively positive in their answers because they basically do not want to say anything negative about the museum in front of the workers. This could have been avoided if the questionnaire was filled in at another location than the museum, e.g. a digital questionnaire that people fill in on their computer, but by using a hand-out questionnaire it is guaranteed that all respondents have actually visited the museum. If the respondents had received an email containing the questionnaire and answered it

digitally without being physically present at the museum, there would not have been the same certainty that they had ever visited the museum.

5 CUSTOMER SATISFACTION AT ROVANIEMI LOCAL HERITAGE MUSEUM

5.1 Survey Results

Overall, 70 respondents answered the questionnaire: 52 Finnish and 18 English questionnaires. The respondents consisted of 49 women and 21 men, which means that 70% of the respondents were female and 30% were male. Figure 4 and Figure 5 show the results of the demographic questions; the nationality and age of the visitors. It is not surprising that the majority of the customers are Finnish since the museum is located in Finland.

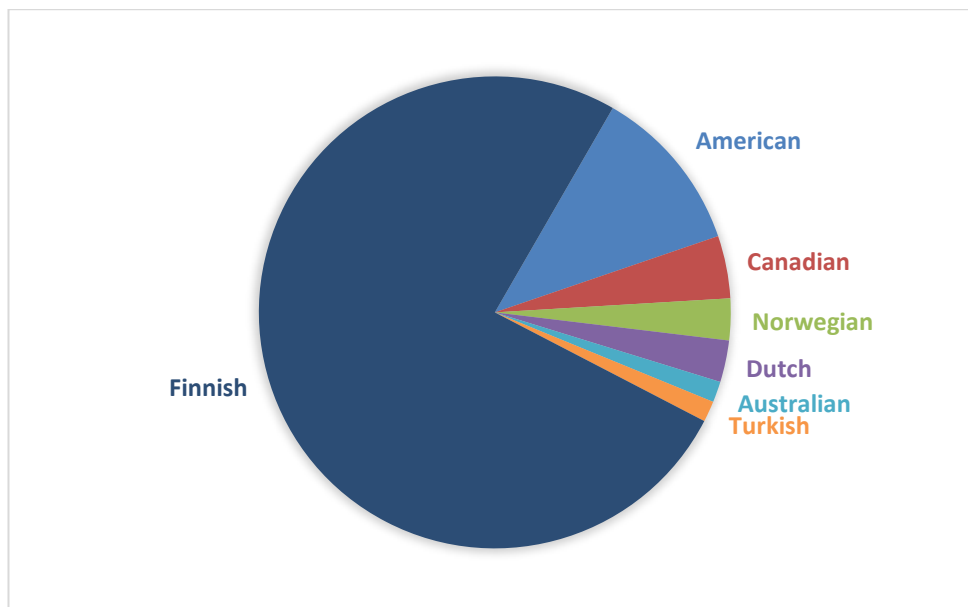


Figure 4. Nationality of Respondents (n=70)

As shown in Figure 5, the biggest age group is 60+. This is no surprise either since the museum has stated that it is hard to attract young people, and that the museum generally is more popular among elderly people who have retired and therefore have more free time (Sälevä 2022).

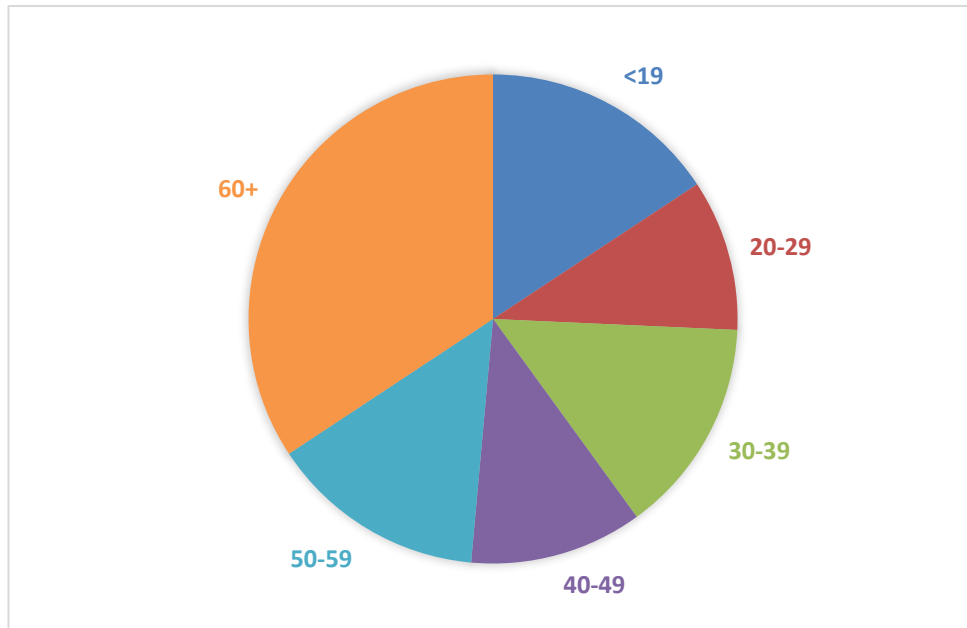


Figure 5. Age of Respondents (n=70)

Question 6 in the survey questionnaire is “How did you find out Rovaniemi Local Heritage Museum?”. This is a multiple-choice question with an option to select all answers that apply because it seems very likely that the respondent heard about the museum from more than just one information source. Besides, the respondent might not remember exactly from which source they heard about the museum. As shown in Figure 6, the most frequent reason chosen is the category called Others. In this category, the respondent could write his/her own answer. It is worth mentioning that 12 foreign respondents chose the option Others and wrote that they got to know about the museum from their tour agency. Moreover, 15 Finnish respondents wrote that the museum is common knowledge for locals, three respondents say that they learned about the museum from their school, one respondent said that he/she had attended a wedding at the museum, and one person said that he/she were just randomly passing by the museum.

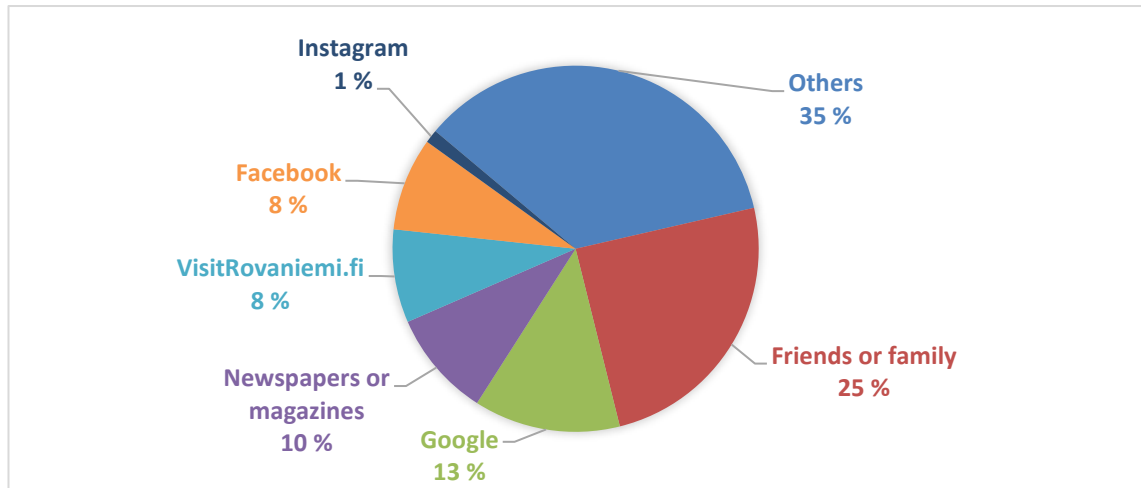


Figure 6. How did you find out about Rovaniemi Local Heritage Museum (n=70)

As shown in Figure 6, the second most frequent answer chosen is Friends or family. This means that 25% of the respondents got to know the museum from friends and family, which is not so surprising as word-of-mouth do bring many new customers (Ahmad & Mahmoud 2014). The results show that the customers found out about the museum from different information sources including both Google, newspapers and magazines, the VisitRovaniemi website, and Facebook. Rovaniemi Local Heritage Museum should keep on using different information sources and social media platforms to reach their customers since their customers use different information sources.

Question 7 in the survey questionnaire is “Why did you decide to visit Rovaniemi Local Heritage Museum?”. This question explains the customers’ motivation for visiting. This is a multiple-choice question with an option to select all answers that apply because the respondents might have more than one reason to visit. As shown in Figure 7, the most popular reasons to visit the museum is to learn about the local heritage and to explore the old buildings and exhibitions. Besides that, the respondents came to have fun, to get new experiences, and to spend time with friends and family. In the category called Others, the respondents could write their own answers. These answers included; because he/she visited with a group, because he/she has a MuseumCard, to grab a coffee, to use the sauna, to enjoy the surroundings, and to check out a specific item or exhibition.

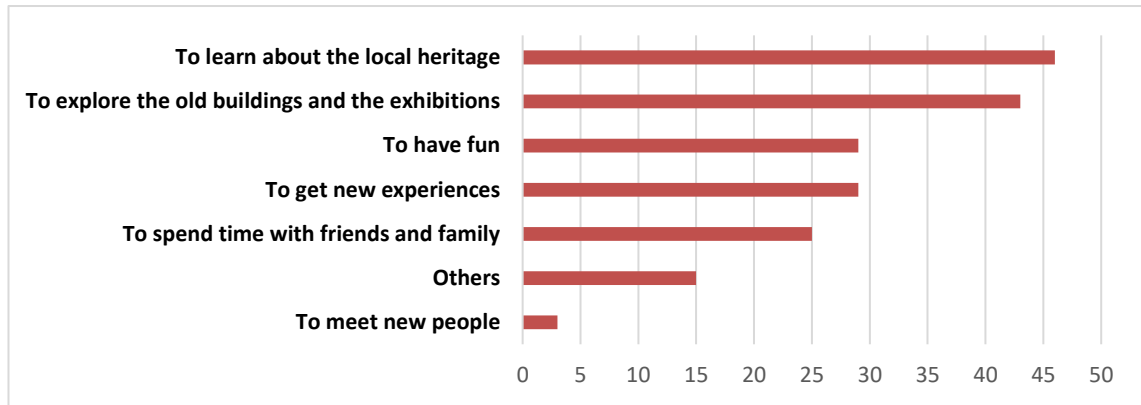


Figure 7. Reasons to visit Rovaniemi Local Heritage Museum (n=70)

Question 6 and 7 are part of the introduction questions. To avoid respondent fatigue, these questions are multiple-choice questions. The respondent does not have to think too hard to answer the questions, and he/she can save his/her energy for the more demanding questions of the survey questionnaire. Both question 6 and 7 have an answer-option called “other, please specify” where the respondent can write his/her own answer. The reason for this extra answer-option is simply to make sure that as detailed information as possible is collected from the customers.

Question 8 in the survey questionnaire is “What is the best thing about Rovaniemi Local Heritage Museum?”. The respondents could freely write their answers as this question was an open-ended question. Figure 8 is a WordCloud which shows what the respondents answered to this question. The more frequent a word was mentioned the bigger it is. The results show that the best things about Rovaniemi Local Heritage Museum are the buildings, the artefacts, and the atmosphere and surroundings. Besides this, popular responses are the history, the sheep and the exhibitions. Eight respondents could not decide on a specific thing about the museum and simply answered that everything was good. As shown in Figure 8, other good things about the museum include the café, the staff, the fact that the museum is well-maintained, and the fact that it is a child-friendly place.



Figure 8. WordCloud, The Best Thing about Rovaniemi Local Heritage Museum (n=64)

Question 9 in the survey questionnaire is “How would you rate Rovaniemi Local Heritage Museum?”. This question consists of the traditional star-rating scale instead of e.g. a rating-scale from 1 to 10. This question is important because it reveals the overall level of customer satisfaction at the museum.

The star-rating system is an internationally-accepted indicator of quality in the hospitality industry, it is especially used at hotels. The recognizable star-rating system is fun and easy to understand also for children. The rating scale typically goes from one to five stars. The higher the star-rating, the more the customer can expect from the experience. The star-rating system can sometimes seem arbitrary, but it gives the customers an idea of what to expect, and it gives hotels and companies an idea of where they stand. (HospitalityNet 2022.)



Figure 9. Star-rating of Rovaniemi Local Heritage Museum (n=68)

As shown in Figure 9, the museum scored 4.3 stars out of 5 stars, which is good but there is still room for improvement. As mentioned earlier, the level of satisfaction customers obtain from a product or service depends on their expectations beforehand, and high expectations can lead to high dissatisfaction (Oliver 2006). The respondents who have visited the museum before rated the museum 4.5 stars on average while the first-time visitors only rated it 4.2 stars. The difference is very small, but it still supports the fact that customers who know what to expect are more satisfied.

Question 10 in the survey questionnaire is “How satisfied are you with the following?”. This question includes an odd-numbered rating scale consisting of five answer-options; very satisfied, satisfied, neutral, dissatisfied and very dissatisfied. This question consists of a table which lists different areas at the museum: the atmosphere at the museum, exhibitions, outdoor areas, information/signs at the museum, prices, museum-staff/level of customer service, and overall experience. This question is important because it reveals the level of customer satisfaction regarding certain things at the museum, which makes it is easy to identify and pinpoint the areas that are not satisfactory.

The neutral answer-option was included in question 10 because it gives the respondent more options to choose from, and it does not force the respondent to pick a side. Furthermore, the survey questionnaire is a relatively short questionnaire, it only takes approximately 5 minutes to answer, and therefore there was no need to minimize the number of answer-options but to instead use a wide range of answer options (very satisfied, satisfied, neutral, dissatisfied, very dissatisfied). Also, having more answer-options should ensure that the rating reflects reality as much as possible because the respondents can express their feelings more precisely. The information obtained from question 10 will be more specific, detailed, and insightful by having five answer-options instead of three answer-options. The ‘satisfied’ and ‘very satisfied’ answer-options represent a good satisfaction score while the ‘dissatisfied’, ‘very dissatisfied’ and also the ‘neutral’ answer-options represent poor customer satisfaction scores (Oliver 2006).

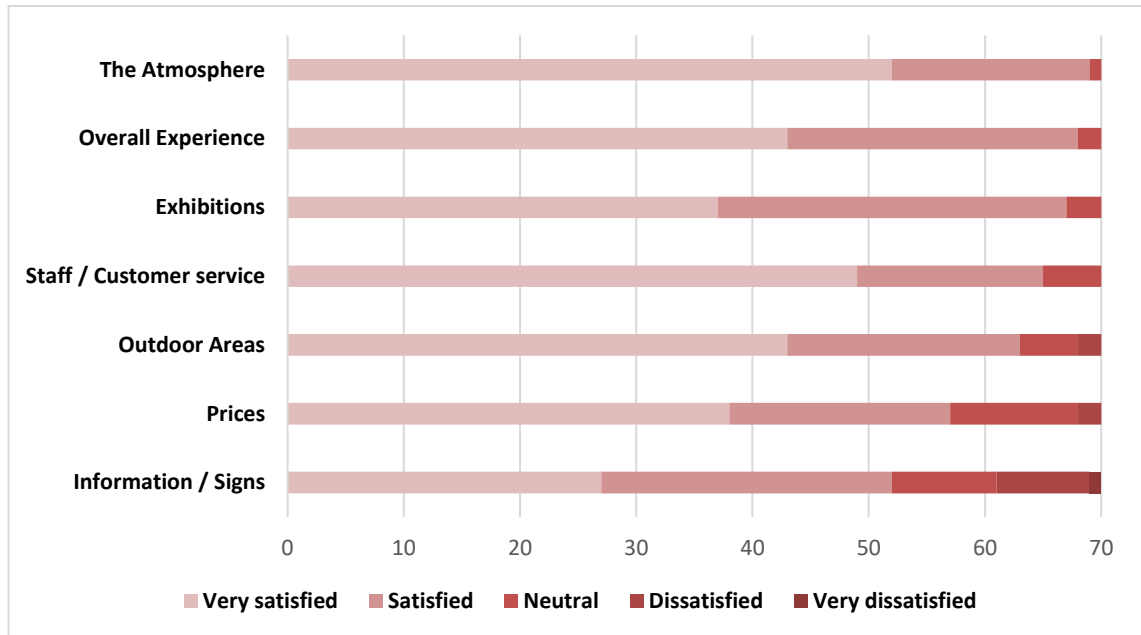


Figure 10. Customer Satisfaction at Rovaniemi Local Heritage Museum (n=70)

As shown in Figure 10, the customers are most satisfied with the atmosphere, the overall experience, the exhibitions, and the museum-staff/level of customer service. The customers are most dissatisfied with the outdoor areas, the prices and the information/signs. The results are good since there is a lot more pink than red in the chart, but ideally there should not be any red. It is worth noting that out of the 70 respondents, only one respondent was very dissatisfied. As seen in the bottom right corner of Figure 10, he/she was very dissatisfied with the information/signs.

The last research questions in the survey questionnaire are question 12 “Would you like to visit the museum again?” and question 13 “Would you recommend your friends and family to visit Rovaniemi Local Heritage Museum?”. These questions are typical customer satisfaction questions, and they have the answer-options yes, no and maybe. The neutral answer-option ‘maybe’ was included to avoid the tendency of customers answering too positively. Both question 12 and 13 include the follow-up question “Please specify the reason for your choice” where the respondent can write his/her own answer. This follow-up question was included to understand the motivation factors behind the respondents’ answers. For example, if some customers do not want to visit the museum again, it is useful to know the reasons why.

Figure 11 shows that 43 respondents answered that they would like to visit the museum again, 23 respondents answered that maybe they would visit again, and 4 respondents answered that they would not want to visit the museum again. It is worth noting that all 4 respondents who does not want to visit again, are all foreigners visiting as part of a tour agency group. This means that they probably do not live in Finland, which explains why they would not want to visit again.

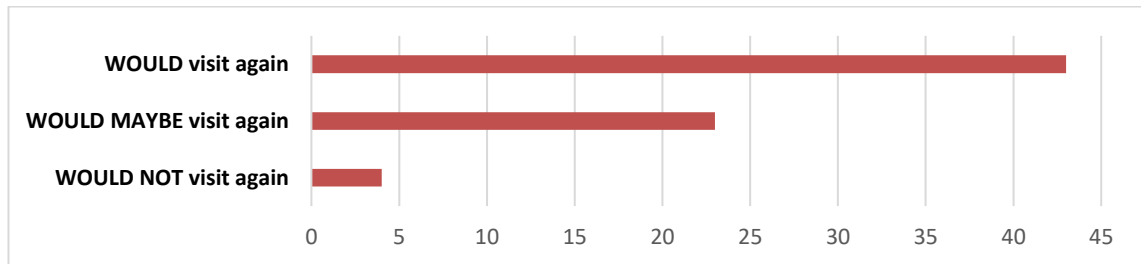


Figure 11. Customer Retention at Rovaniemi Local Heritage Museum (n=70)

The results are good since the majority of customers would like to visit again, but the result could be even better if all 70 respondents would want to visit again. The respondents were asked to specify the reason for their answers. The reasons that customers would want to visit again is because they think the museum was a fun experience, they think the history and the artefacts were interesting, they learned something new, they want to see the sheep again, they think it is easy to bike to the museum, they want to see new exhibitions and participate in future events, they thought the museum is a clean and tidy place, and they enjoyed the old easy-going atmosphere and the beautiful surroundings. One respondent answered that the museum has improved every time he/she visits, and for that reason he/she wants to visit again. The most frequent reason the respondents gave to why they would want to visit again, is because they simply did not have time to see everything the first time.

The respondents that maybe would visit again justified their choice by saying that they have seen many similar museums, and when you have seen it once, you have seen it all. One respondent answered that the museum was more exciting than he/she expected and for that reason he/she would consider coming back. A couple foreign respondents answered that they were not sure that they would come back to Finland and therefore they only answered 'maybe'. One respondent

answered that he/she would only want to visit again if the English signs were improved.

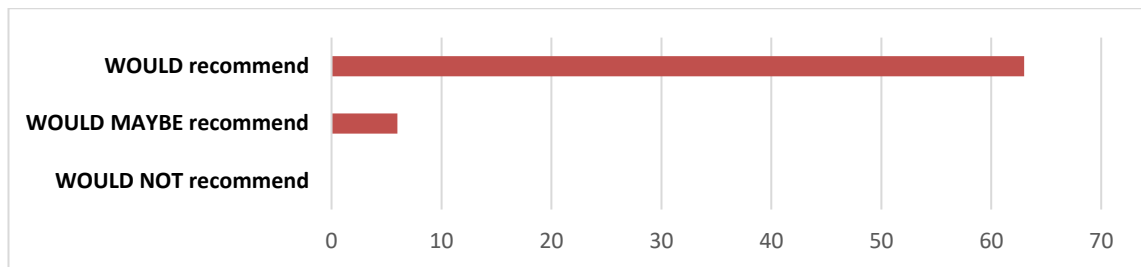


Figure 12. Would you recommend your friends and family to visit Rovaniemi Local Heritage Museum? (n=69)

Figure 12 shows that 63 respondents answered that they would recommend the museum, 6 respondents answered that maybe they would recommend the museum, and zero respondents answered that they would not recommend the museum. The reasons to why the respondents would recommend the museum to friends and family is shown in Appendix 4.

5.2 Development Ideas

Question 11 in the survey questionnaire is “What things/areas/factors at Rovaniemi Local Heritage Museum could be improved?” This question is very relevant, because it tells us exactly what needs to be changed to improve the museum. It is an open question, and the respondent could freely write in detail and in their own words what was on their mind. This question was put at the end of the questionnaire because the respondent needed to reflect and think harder about the answer. The question does intentionally not include any examples, because that would give the respondent ideas of what to answer.

Question 11 is asking the respondent to come up with things, areas and/or factors to improve even though using double-barrelled questions that ask for more than one thing at a time should be avoided (Krosnick & Presser 2010). Question 11 was initially “What could be improved at Rovaniemi Local Heritage Museum?” but that formulation was too wide and not very concrete, and it was therefore changed.

Overall, 45 respondents came up with ideas for improvements. Certain responses were standing out as they appeared several times. The ideas discussed in this chapter are all based on the responses from the survey questionnaire.

Five respondents think that the QR codes could be improved. Their ideas include adding more stories to the QR codes, adding some QR codes in English, and generally promote the QR codes more. In addition, the museum has signs and QR codes, but there are not many options for customers with impaired vision. An improvement idea would be to have more versatile information delivery methods like e.g. an audio player that the visitors can listen to.

Seven respondents think that the outdoor area could be improved by e.g. having a rentable riverboat at the river-deck or by investing in a small playground. The museum area is relatively big, so there should be room for small playground or something else that will entertain children. A normal colourful playground would not fit into the old museum style, but a nature playground with a natural look could seem like an integrated part of the museum. Another way to refresh the outdoor area would be to create a dedicated fireplace and to build a lean-to shelter which can be used at events.

Some respondents think that the parking for bicycles could be improved by putting a bike rack near the car parking area, so that there is a clearly dedicated place for bikes. Several respondents have mentioned the sheep as a very positive part of the museum, so an idea for improvement would be to have more animals e.g. a house cat or small goats.

Several respondents wish that all the museum buildings were open. When customers buy a ticket to the museum, they are given a map which shows all the museum buildings, also the ones that are not open for customers at the moment (see Appendix 1). This has confused some customers who were not informed that the buildings were closed, so they felt disappointed when they realized that they could not access those buildings.

Some of the closed-off buildings include the blacksmith's shop (paja), the shed (liiterilato), the hay shed (heinälato). The buildings are closed for different reasons; it is being used as a storage or it needs maintenance. If re-opening the buildings is not possible due to lack of financial resources, then an idea would be to put a sign on the door of the building that says "Under maintenance", "Not open at the moment" or "Not open for customers". Signs like these would let the customers know that they can enjoy and inspect only the outside of the buildings. Besides this, five respondents think that the general maintenance and cleaning at the museum could be improved. Some of the exhibitions were dirty and dusty, and some of the buildings looked like storage rooms. In the future when the Totto association has more financial resources, maintaining all the museum buildings should be prioritized.

The most popular improvement idea among the respondents is to improve the signs at the museum. Almost 20 respondents answered that they thought the existing signs at the museum were insufficient. This feedback corresponds to Figure 10 which shows that the customers are most dissatisfied with the information and signs at the museum (compared to six other subject matters at the museum). There should be more signs in English, and general practical information could be communicated more clearly to the customers. It is not surprising that it was mainly the foreign respondents who would like more information in English. The respondents make it clear that not all Finnish signs at the museum need to be translated into English, but a couple of sentences would be great.

The biggest issue regarding the signs is that there is no map of the area. The customers feel confused when they arrive to the museum because they do not know where to buy a ticket. A big sign that includes a map should be located right next to the parking area (see Appendix 1). The map should clearly show all the buildings in the museum area and a red dot informing 'you are here'. The customers will then know which building is the main building and they will know where the toilet is so they do not have to ask for it. There could also be a separate sign pointing in the direction of the toilets. The buildings that are under

maintenance or that you cannot enter could also be marked on the map so that it is clear to all customers.

Six respondents think that the exhibitions were lacking information about the tools and artefacts on display especially in the barn. A couple respondents proposed the idea of creating a catalogue where all the tools and artefacts are listed. The catalogue could include the name of the tool, a picture of the tool, and perhaps a short explanation of its usage. Another idea would be to only include the most important and significant tools and artefacts in the catalogue. The catalogue would work like a pocket dictionary. The museum could either give these to customers free of charge, sell them, or let the customers borrow them for a fee or without a fee. In the catalogue, the objects could for example be organized so that all tools belonging to a certain room or building will be grouped together on one page so when the customer enters a new room, they start on a new page.

One idea to attract customers, would be to celebrate the International Picnic Day at the museum. The International Picnic Day is celebrated on June 18th every year, so it fits perfectly into the summer season (National Today 2022). The museum could advertise this day on their social media channels and make it an event. Customers would still have to pay the entrance fee, but they can bring their own food, snacks, coffee and blanket. This would be a great way to spend the day with family and friends. Moreover, the museum has a big outdoor area with beautiful scenery which is perfect for a picnic. Furthermore, a couple respondents wish that the summer-season would be extended one month so that the museum would be open in September as well.

6 DISCUSSION

The purpose of the thesis was to determine the level of customer satisfaction at Rovaniemi Local Heritage Museum. The museum needed this research since the Totto association relies greatly on voluntary work and lacks financial resources. Customer satisfaction measures how well a product or service satisfies the needs and wants of customers, and it is therefore an important criterion for measuring the level of quality delivered to customers.

The questionnaire used in the research measured the level of customer satisfaction at Rovaniemi Local Heritage Museum. The questionnaire was based on typical customer satisfaction questions, and it was designed to avoid respondent fatigue while getting as detailed answers as possible. Overall, 70 respondents answered the questionnaire. Based on the results of the questionnaire, it can be concluded that the level of customer satisfaction at Rovaniemi Local Heritage Museum is high.

The star-rating of the museum is 4.3 stars out of 5 stars, which is a good result. It is no surprise that the majority of the customers at the museum are Finnish, and the biggest age group among the visitors is 60+. The results show that the customers typically find out about the museum from different information sources including social media, newspapers and from friends and family,

The most popular reasons to visit the museum is to learn about the local heritage and to explore the old buildings and exhibitions. Besides that, the respondents came to have fun, to get new experiences, and to spend time with friends and family. The results show that the best things about Rovaniemi Local Heritage Museum are the buildings, the artefacts, and the atmosphere and surroundings. Besides this, the exhibitions, the history and the sheep are positive factors.

The customers are most satisfied with the atmosphere, the exhibitions, the museum-staff/level of customer service, and the overall experience. The customers are most dissatisfied with the outdoor areas, the prices and the

information/signs. The majority of customers would like to visit again, and almost all customers would recommend the museum to friends and family.

The results of the research are very useful simply because a problem needs to be identified before it can be fixed. The results of the research have indicated that the information signs are the biggest cause of dissatisfaction at Rovaniemi Local Heritage museum, and the signs are what the museum should focus on improving in the future.

The questions “Describe your expectations of the museum before your visit” and “Do you feel that your expectations have been met?” were not included in the questionnaire, but they would be interesting to include in any future questionnaires. There is no previous research on customer satisfaction at Rovaniemi Local Heritage Museum that this thesis can be compared to, but for the future, customer satisfaction research can be executed every year at the museum to track the progress, compare the years, and see if the customer satisfaction has improved.

An idea for future research would be to look into the opinions of the people who has never visited the museum. It would be interesting to hear their reasons for not visiting. Perhaps they think it sounds boring, maybe they are dissatisfied with the ticket prices, or maybe they simply were not aware that the museum exists. Another idea for future research would be to interview some customers who visited the museum once but then never returned. Their feedback would be valuable because it could help improve the customer retention rate.

The factors that might have affected the validity and reliability of the research are the so-called volunteer-bias, the fact that the questionnaire was only available in English and Finnish, and the fact that customers tend to give positive ratings when it comes to satisfaction. All these factors should all be taken into consideration when looking at the results.

The thesis process has been a great learning experience and executing the research has been interesting. Once again, it has been a pleasure working with Rovaniemi Local Heritage Museum.

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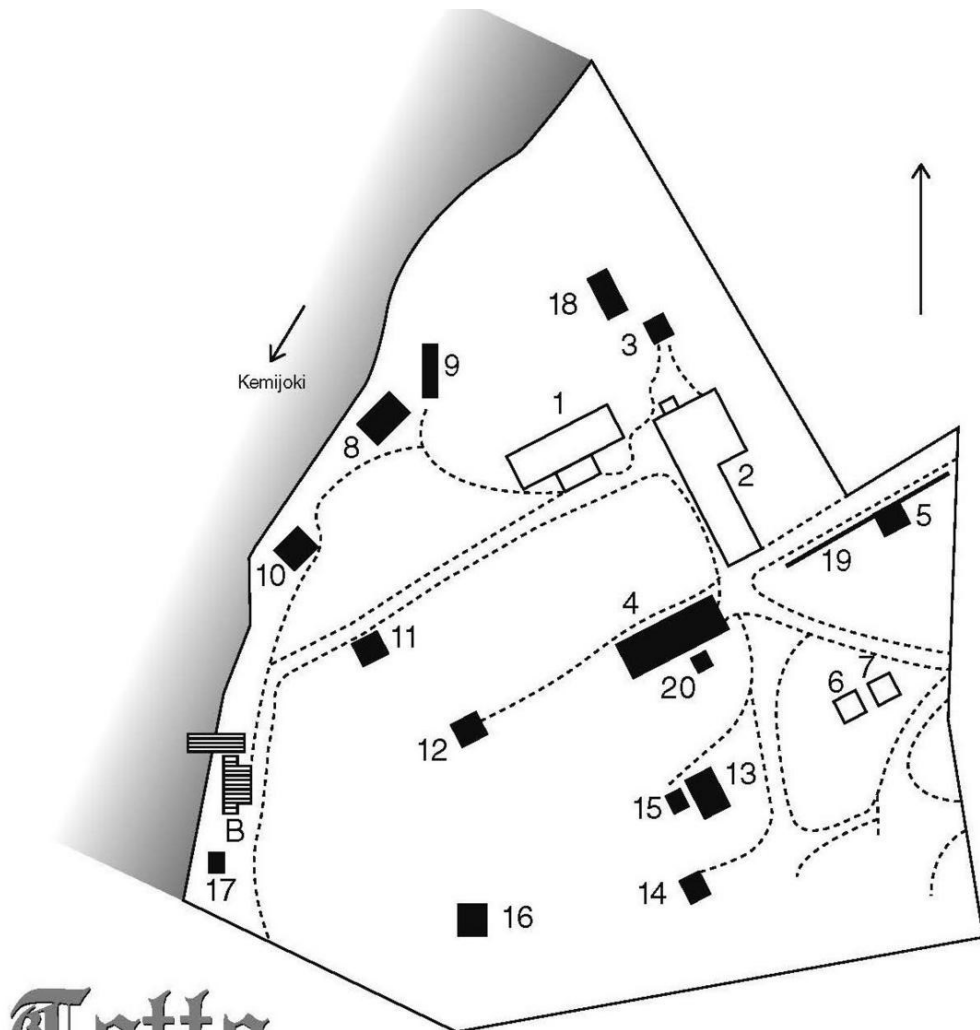
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APPENDICES




- Appendix 1. Map of Rovaniemi Local Heritage Museum Area
- Appendix 2. Questionnaire in English
- Appendix 3. Questionnaire in Finnish
- Appendix 4. Reasons Why the Respondents Would Recommend Rovaniemi Local Heritage Museum to Friends and Family

Appendix 1. Map of Rovaniemi Local Heritage Museum Area (Rovaniemen kotiseutumuseo / Totto ry 2022b)



Totto

Rovaniemen kotiseutumuseo Pöykkölä
Pöykköläntie 4,
96200 Rovaniemi
<https://www.totto.fi/>

-  Original buildings
-  Buildings from the Rovaniemi area, relocated as museum buildings
-  Sauna, built by Kemi Oy (not museobuilding) and boat dock

- 1 RESIDENTIAL BUILDING
- 2 BARN
- 3 BUILDING FOR CLOTHES
- 4 WINTER COW HOUSE
- 5 SUMMER COW HOUSE
- 6-7 GRANARIES
- 8 BOATHOUSE
- 9 BOAT SHELTER
- 10 SMOKE SAUNA
- 11 GRAIN DRYING BARN
- 12 MACHINE ROOM
- 13 SHED
- 14 BLACKSMITH'S SHOP
- 15 LOO
- 16 HAY SHED
- 17 FISH STORE
- 18 TWO-STOREY BARN
- 19 ROUNDPOLE FENCE
- 20 SHADOOF
- B SAUNA, BUILT BY KEMI OY AND NEW BOAT DOCK

Appendix 2. Questionnaire in English 1(2)

Customer Satisfaction at Rovaniemi Local Heritage Museum

Dear visitor,

The purpose of this questionnaire is to measure the level of customer satisfaction at Rovaniemi Local Heritage Museum. The results of the research will indicate and identify the strengths and shortcomings at the museum. By responding to the questionnaire, you will help improve and develop the services and products offered by the museum.

Answering the questionnaire will take ~3 min. At the end of the questionnaire, you can write your email and participate in a raffle of a gift-card to S-Group worth 50 euros. Your email will not be shared with anyone or used for other purposes. All the data collected from this research will be treated confidentially and will be used only for research purposes. Your identity will remain anonymous.

If you have any questions concerning the questionnaire or the research, please do not hesitate to contact me by email; ebahrent@edu.lapinamk.fi

Thank you for your participation!

Kind regards

Esther Bährentz, on behalf of Rovaniemi Local Heritage Museum



1. What is your nationality?

Finnish Other, please specify _____

2. What is your gender?

Male Female Other

3. What is your age?

<19 20-29 30-39 40-49 50-59 60+

4. Have you visited this museum before?

Yes No

5. Are you visiting the museum by yourself?

Yes, I am visiting alone. No, I am visiting with others (e.g. friends or family)

6. How did you find out about Rovaniemi Local Heritage Museum? (Select all answers that apply)

- Newspapers or magazines
 Friends or family
 Facebook
 Instagram
 Google
 VisitRovaniemi.fi
 Other, please specify _____

7. Why did you decide to visit Rovaniemi Local Heritage Museum? (Select all answers that apply)

- To have fun
 To get new experiences
 To spend time with friends or family
 To explore the old buildings and the exhibitions
 To learn about the local cultural heritage of the area (Pöykkölä, Rovaniemi, Southern Lapland)
 To meet new people
 Other, please specify _____

Appendix 2. Questionnaire in English 2(2)

8. What is the best thing about Rovaniemi Local Heritage Museum?

9. How would you rate Rovaniemi Local Heritage Museum? (1 star = very bad, 5 stars = very good)



10. How satisfied are you with the following: (tick the appropriate box)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
▪ The atmosphere at the museum					
▪ Exhibitions					
▪ Outdoor areas					
▪ Information/signs at the museum					
▪ Prices					
▪ Museum-staff/level of customer service					
▪ Overall experience					

11. What things/areas/factors at Rovaniemi Local Heritage Museum could be improved?

12. Would you like to visit the museum again?

Yes Maybe No

Please specify the reason for your choice:

13. Would you recommend your friends and family to visit Rovaniemi Local Heritage Museum?

Yes Maybe No

Please specify the reason for your choice:

14. If you have any further comments, please write them here:

15. Write your email here if you want to participate in a raffle of a gift-card to S-Group worth 50 euros. (The winner will be notified on October 1st 2022)

Thank you for your participation!

Appendix 3. Questionnaire in Finnish 1(2)

Rovaniemen Kotiseutumuseon asiakastyytyväisyyskysely

Hyvä vierailija,

Tämä kyselylomake on tarkoitettu Rovaniemen kotiseutumuseon asiakastyytyväisyyden arviointiin. Tutkimuksen tulokset auttavat näkemään ja tuomaan esille museon vahvuuksia ja puutteita. Vastaamalla kyselyyn autat parantamaan ja kehittämään museon tarjoamia palveluita ja tuotteita.

Kyselyyn vastaaminen kestää noin 3 minuuttia. Lomakkeen lopussa voit jättää sähköpostiosoitteesi ja osallistua 50 euron arvoisen S-Ryhmän lahjakortin arvontaan. Sähköpostiosoitettasi ei luovuteta eteenpäin, eikä käytetä muihin tarkoituksiin. Kaikki tämän tutkimuksen yhteydessä kerätyt tiedot käsitellään luottamuksellisesti ja käytetään vain tutkimustarkoitusten mukaisesti. Kysely toimii nimettömänä.

Jos sinulla on kyselylomakkeeseen tai tutkimukseen liittyviä kysymyksiä, älä epäröi ottaa minuun yhteyttä sähköpostitse: ebahrent@edu.lapinamk.fi.

Kiitos osallistumisesta!

Ystävällisin terveisin,

Rovaniemen kotiseutumuseon puolesta,
Esther Bährentz



1. Kansalaisuus:

suomi Muu, ole hyvä ja kirjoita vastaus _____

2. Sukupuoli:

Mies Nainen Muu

3. Ikä:

<19 20-29 30-39 40-49 50-59 60+

4. Oletko aikaisemmin käynyt tässä museossa?

Kyllä Ei

5. Oletko museovierailulla yksin?

Kyllä, olen yksin. En, olen muiden (esim. ystävien tai perheen) kanssa

6. Mistä sait tietää Rovaniemen kotiseutumuseosta? (Valitse kaikki sopivat vaihtoehdot)

Sanomalehdestä tai aikakauslehdestä
 Ystäviltä tai perheeltä
 Facebook
 Instagram
 Google
 VisitRovaniemi.fi
 Muualta, ole hyvä ja kirjoita vastaus _____

7. Miksi päätit tulla vierailemaan Rovaniemen kotiseutumuseossa? (Valitse kaikki sopivat vaihtoehdot)

Huvun vuoksi
 Kokemaan uusia elämyksiä
 Viettämään aikaa ystävien tai perheen kanssa
 Katsomaan vanhoja rakennuksia ja näyttelyitä
 Tutustumaan paikalliseen kulttuuriperintöön (Pöykkölä, Rovaniemi, Peräpohjola)
 Tapaamaan uusia ihmisiä
 Muu syy, ole hyvä ja kirjoita vastaus _____

Appendix 3. Questionnaire in Finnish 2(2)

8. Mikä on parasta Rovaniemen Kotiseutumuseossa?

9. Miten arvioisit Rovaniemen kotiseutumuseon? (1 tähti = erittäin huono, 5 tähteä = erittäin hyvä)



10. Kuinka tyytyväinen olet seuraaviin asioihin: (rastita sopiva vaihtoehto)

	Hyvin tyytyväinen	Tyytyväinen	En osaa sanoa	Tyytymätön	Hyvin tyytymätön
▪ Tunnelma museossa					
▪ Näyttelyt					
▪ Ulkotilat					
▪ Tiedot/opasteet museossa					
▪ Hinnat					
▪ Museon henkilökunta/asiakaspalvelun taso					
▪ Kokonaisvaltainen kokemus					

11. Mitä asioita/alueita/tekijöitä Rovaniemen kotiseutumuseossa kannattaisi parantaa?

12. Haluaisitko vierailla museossa uudelleen?

Kyllä Ehkä En

Voisitko perustella valintanne:

13. Suositteletko vierailua Rovaniemen kotiseutumuseossa ystäville ja perheellesi?

Kyllä Ehkä En

Voisitko perustella valintanne:

14. Jos sinulla on joitakin kommentteja, ole hyvä ja kirjoita ne tähän:

15. Jos haluat osallistua 50 euron arvoisen S-Ryhmän lahjakortin arvontaan, kirjoita sähköpostiosoitteesi tähän.

(Voittajalle ilmoitetaan henkilökohtaisesti 1. lokakuuta 2022)

Kiitos osallistumisesta!

Appendix 4. Reasons Why the Respondents Would Recommend Rovaniemi Local Heritage Museum to Friends and Family

<ul style="list-style-type: none">• It was a good experience, they had fun, and they enjoyed the visit.
<ul style="list-style-type: none">• They want their friends and family to learn and understand the history of Rovaniemi.
<ul style="list-style-type: none">• They learned something new during their visit and they think learning about the local history is valuable.
<ul style="list-style-type: none">• The exhibitions were interesting, and they think the museum will interest their friends and family as well.
<ul style="list-style-type: none">• The museum is an easy-going authentic place with a nice atmosphere.
<ul style="list-style-type: none">• The location of the museum is great and the surroundings are beautiful.
<ul style="list-style-type: none">• The museum preserves the history for future generations.
<ul style="list-style-type: none">• The museum improves the overall image of Rovaniemi and the people of Rovaniemi.
<ul style="list-style-type: none">• The museum is not overcrowded, and the buildings do not feel cramped.