The emotional aspects of customer satisfaction in the context of call centres

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Les aspects émotionnels de la satisfaction du client dans le contexte des centres d’appels

Résumé:
Cet article examine les aspects émotionnels de la satisfaction des clients des centres d’appels. La satisfaction des clients en centre d’appels est mesurée, dans la plupart des études, par des données métriques quantifiables ; le marketing direct, offrant l’avantage de générer de nombreuses données opérationnelles sur des clients et produits spécifiques. Cependant, ces données ne reflètent pas les émotions des clients. Einstein a dit un jour: ‘Ce qui compte ne peut pas toujours être dénombré, et ce qui peut être dénombré ne compte pas forcément’. Cette recherche introduit une mesure de la satisfaction des clients des centres d’appels basée sur les émotions et vise à rétablir l’équilibre entre les différentes mesures de l’émotion. Les principes théoriques relatifs aux centres d’appels et aux émotions seront introduits. Une recherche qualitative exploratoire sera ensuite menée afin d’identifier ce que ressentent les clients lors de contacts en centres d’appels.

Mots-clés: Emotions, satisfaction du client, centres d’appels, recherche qualitative exploratoire

The emotional aspects of customer satisfaction in the context of call centres

Abstract:
This paper addresses the emotional aspects of customer satisfaction in a context of call centers. The call centre industry keeps growing and most studies in call centers measured customer satisfaction through quantifiable metrics, which is cognitive. Indeed, it is a major advantage of direct marketing mediated through call centres that a lot of operational data about specific customers and specific products is generated. However these metrics don’t measure things which particularly matter to customers, especially affect. Einstein once said that “the things that count can’t be counted, but the things that don’t count can be counted”. This research seeks to redress the balance between measures of affect with an approach to measuring satisfaction of call centre users based on affect. Theoretical principles linking call centres with emotions are introduced and the paper reports on exploratory qualitative research to identify the emotions that are aroused through customers interactions with call centres.

Key-words: Emotions, customer satisfaction, call centre, exploratory qualitative research.
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Introduction - The context of call centre

The service sector has seen major changes in the way businesses communicate with customers. In the 1990s, the business world saw the emergence of toll-free numbers. It was a great change for customers, who were used to enter into contact with a company through correspondence (Martin et Smart, 1994). Later the creation of ‘customer service centers’ known as ‘call centers’ was the result of huge change in the way the customer fits in to the company’s strategy. Call centers provide human, organizational as well as technical resources in order to meet demands and requirements of each customer. The Call Centre Association (1999; quoted by Marr et Parry, 2004, p.55) defined a call centre as ‘physical or virtual operation within an organization in which a managed group of people spend most of their time doing business by telephone, usually working with a computer-automated environment’. Both definitions are quite similar and underline the combination of people and technology. The call centre industry has seen rapid growth in recent years, which has come about for a number of reasons. The falling costs of telecommunications have opened new low cost possibilities for many service based companies to deal with their customers through the medium of the telephone, rather than face to face. The sector has taken on board many of the principles of industrialisation to reduce costs of servicing customers in a manner which allows less discretion to be taken by employees, whose actions are guided by automated systems. Many would argue that call centres can provide numerous benefits to customers compared with face to face contact, including longer hours during which service is available, and often the provision of specialized services which would not be available on a local face to face basis. Nevertheless, although call centres can potentially offer customers many benefits,
criticism often focuses on lengthy times taken to answer a call; a lack of joined up information systems and when customers finally get through; an inflexible attitude by call centre staff who operate in an industrialized context, and are frequently seen as lacking the common sense to solve a customers’ simple problem.

In principle, call centres allow businesses to measure many more of the parameters relevant to their dealings with customers. Instead of making estimates based on often anonymous groups of customers, call centres can allow the calculation of performance criteria based on actual customers with whom a company has a dialogue. However, while metrics-driven marketing has been seen by some as a vital part of the discipline of marketing (eg Ambler, 2004), the call centre industry can too easily find itself relying for its evaluation on things that can be counted, rather than necessarily the things that are important for long-term business success.

In this context, Einstein is reported to have said “The things that can be counted don’t count, but the things that can’t be counted, count”. The purpose of this paper is to investigate whether call centres have been over-relying on measures of customer satisfaction which are cognitive and relatively easy to measure, but do not count in the minds of customers as much as emotions, which by their nature are more difficult to measure.

**Customer satisfaction in a call centre**

Customer satisfaction with call centres has tended to be driven by operational driven metrics, for example the number of rings before a call is answered, the number of lost calls etc. In a competitive marketplace for outsourced call centres, many metrics or Key Performance Indicators (KPIs) focus on cost reduction or orders taken. A frequently used measure of performance is the number of customers who make a purchase, and this may be taken as a surrogate of satisfaction. However, it is difficult using this approach to isolate the effects of
the call centre handler from other aspects of the product that they are dealing with. Customer satisfaction is most likely to be addressed through routine or ad hoc surveys of customers, typically undertaken by phone shortly after a call was completed. These again are likely to be used more for monitoring the performance of an outsourced service contract, rather than gaining deep insights into what makes customers particularly happy or annoyed. Furthermore, there has been little published research into the links between Human Resource Management (HRM) strategy of a call centre, and customer satisfaction.

Summarising a considerable body of research, Homburg and Giering defined customer satisfaction as ‘a post choice evaluative judgment concerning a specific purchase decision’ (Homburg et Giering, 2001, p.44; quoting Oliver, 1979). While some academic conceptualisations of satisfaction have recognised its affective elements (e.g. Getty and Thompson (1994); Rust and Oliver (1994)), the operationalisation of the construct has emphasised quantitative, cognitive measures, typical of a questionnaire survey administered to customers after a service encounter. By the nature of the research instrument, it is difficult to probe for deeper meaning, which could typically only be uncovered by more expensive and labour intensive qualitative and interpretative methodologies.

Most published research into service quality and customer satisfaction in the call centre sector has used cognitive, quantitative measures. One of the oldest studies related to call centres was conducted by Martin et Smart (1994). Their research aimed to examine the effects of a call to a toll free number on customers’ satisfaction through the content and the validity of the call. In order to evaluate these calls, the researchers designed a study in which participants would place a call to a business’ 1-800 consumer call centre. After the call, each participant completed a self-administered questionnaire about his phone call. Results showed that although most callers’ reactions were positive, but there was variability in call handling and in
perceptions of satisfaction. Participants were asked about the numbers of rings before the phone answered, whether the call was first answered by a recording machine or a human operator, the number of company representatives who talked to the respondent, whether the respondent were placed on ‘hold’, the total length of time the respondent was placed on hold and finally the total duration of the call. Respondents focused also on the courtesy and knowledge of their company’s speaker. Participants’ satisfaction and repurchase intentions were positively related to the callers’ impressions of operators. Verbal behaviours of operators were also positively related to caller satisfaction. Verbal behaviours were related to answering callers’ questions, thanking the callers for their comments and encouraging the caller to call when needed. Given the two-way nature of the communication process, Martin et Smart (1994) recommended to explore ways to redesign operators’ jobs to improve the communication process through training for instance.

In another study, Dean (2004) investigated whether customer expected low levels of service from a call centre, how this level compared to the minimum level they consider adequate and whether the perceived customer orientation of the call centre is related to service quality expectations. Dean used a cross-sectional field study design with a sample of two industries, which have different service contexts. Results show that adequate expectations from customers were not related to predicted expectations. However, it seems that perceived customer orientation does not influence on-going expectations of quality.

Feinberg & al. investigated the relationship between caller satisfaction and a number of critical variables, as according to them ‘there is nothing in the call centers research literature to suggest what variables are related to caller satisfaction’ (Feinberg & al., 2000, p.132). Operational determinants of caller satisfaction are based on the average speed of answer (ASA), queue time, abandonment rate, average talk time, adherence, inbound calls and so on.
In order to collect data, the researchers sent questionnaires to 7,000 call centres, which were invited to complete the survey and to specify what measures of caller satisfaction they used. A total sample of 514 call centres from 15 different industries was used. Findings showed that half of the call center operational variables were significantly related to caller satisfaction. Seven of the variables (average speed of answer, percent of calls closed on first contact, average abandonment, average work time after call, percentage of calls blocked, service level and average time in queue) had links that could be related to caller satisfaction. However, these were essentially cognitive performance measures and did not really probe issues of affect.

Two years later and following the growth of call centers in banking and financial services, Feinberg & al. carried out a further study on the operational determinants of caller satisfaction (Feinberg & al., 2002). They showed that none of the operational performance variables were statistically significantly related to caller satisfaction.

Bennington, Cummane et Conn (2000) assessed the advantages and disadvantages of call centres in a study of major government human services provider, using a large focus group with a sample of 128 customers. Results indicate that customers were less satisfied with the call centre service operations than they were with a more traditional office-based service. The qualitative data also indicated that customers pay attention to values such as respect and mutual trust, a prompt efficient service, an open and effective communication. Customers are irritated by a lack of personalized / individualized service and a certain complexity of the telephone system, and the authors noted an effect of age on levels of satisfaction. To conclude, most customer satisfaction research in a context of a call centre has been measured by operational determinants. There is a lack of research which measures customer satisfaction in such a context by focusing on customers’ emotions.
Emotion and marketing

Traditionally, consumer satisfaction has been measured as a cognitive-state using principally quantitative-techniques, and resting on an assumption of the consumer as a rational “elaborator of information” (Legrenzi et Troilo 2005, p.2). This basic cognitive approach has been augmented with approaches that incorporate cognitive recall of consumption and such retrospective evaluations implicitly incorporate measures of affect (Bowen et Clarke 2002; De Rojas et Camarero 2008). More recently, there has been growing recognition of the need to more explicitly incorporate measures of affect in predictive models of satisfaction, for example it has been noted that cognitive-measures of service quality and relationship strength were observed to be poor predictors of future behaviour (Brady et Cronin 2001) while Bigne & al. (2005, p.833) recognized “…the need to incorporate both affective and cognitive components in modeling consumer-satisfaction”.

Although emotions has become popular as a focus for understanding the antecedents and outcomes of customer satisfaction, the concept of emotions is poorly defined and delimited from other proximate constructs. Fehr and Russell noted that “everyone knows what an emotion is, until asked to give a definition” (1984, p.464). One school of thought regards emotions as being essentially biologically derived phenomena which are innate and do not rely on learned stimuli, and which can be triggered without any higher cognitive processing (Zajonc, 1980). Moving on from biological models, appraisal theorists have argued that emotions depend on the conscious or unconscious appraisal of a triggering event and are associated with behavioural responses (Scherer, 2005). In operationalising emotions as a behavioural response, researchers have distinguished between basic emotions and more complex secondary emotions (Ekman, 1972; Izard, 1971; Plutchik, 1991). Unfortunately
while basic emotions may be capable of observation by bodily reactions, this is much more
difficult to achieve for higher order secondary emotions, with the result that their
identification invariably relies on self-reporting and is subject to reporting distortion.

One approach which seeks to combine basic emotions with complex secondary emotions is
that used by Izard (1977) who conceptualized every emotion as being a subtle combination of
several basic emotions. Several researchers have used this approach to assess the
consequences of a group of particular and situation specific emotions on a dependent variable,
such as satisfaction (Liljander et Strandvik 1997; Oliver 1997). It is now widely accepted that
emotions may be one of the core components of the consumer satisfaction construct (Oliver et
Westbrook 1993; Stauss et Neuhaus 1997). This approach is used in this study.

Emotions may have an effect on behavioral intention (Hume, 2008). However, in the context
of call centres, these emotions have been under researched as a factor that might lead to
favorable behaviours following interaction with a call centre, for example an order / repeat
order / referral to a friend. The aim of this research is to probe more deeply the role of
emotions in a call centre context. It will be the first step for the creation of a new scale of
customer satisfaction in the context of call centre.

Methods, sampling and research setting

This research seeks to provide a counterbalance to the traditional measures of call centre
satisfaction which tend to be cognitive rather than affective. Cognitive measures tend to focus
on factors that are relatively easy to measure objectively, for example with respect to the
speed of service, all the correctness of information that was provided. Affective measures
focus on the feelings of a respondent, incorporating subjective interpretation of the
phenomenon.
Numerous measures of affect have been proposed, for example Izard’s Differential Emotions Scale (Izard, 1977) have been used faces for numerous studies. The scales are based on the principles of Russell’s Circumplex Model of Emotions, and have been widely applied and reported within the consumer behaviour and services literature (Russell, 1980). Izard’s shortened version of his original scale consists of ten emotions: interest-excitement, happiness-joy, surprise-astonishment, sadness-grief, interest-boredom disgust-revulsion, fear-terror, contempt-scorn, shame-shyness and guilt or remorse. Over the years this model has been tested, adapted and found to be appropriate for the measurement of emotions within a variety of service settings (Liljander et Bergenwall, 2002; Liljander et Strandvik, 1997; Mano et Oliver, 1993)

Given the wide range of emotions found in previous research, a quantitative study should seek first to establish which specific emotions are relevant to the context of a study. In the context of consumers’ response to the call centre, it is not clear which emotions should be considered significant ones to record in a quantitative study. While there may be an *a priori* case for including emotions of interest-excitement, happiness-joy, for example, it is more debatable whether there is a role for other emotions such as shame-shyness.

This preliminary exploratory research seeks to understand more about the nature of emotions generated by customers’ interactions with call centres. To do this, it uses a qualitative phenomenological approach.

**Sample**

Two focus groups and 20 in-depth interviews were conducted with participants who had experience of using French call centres as customers. It was a convenient sample even though we attempt to maximize the diversity of respondents. Participants were selected according to their gender, age, level of education and level of competency in IT. Indeed, in order to obtain
most relevant results, interviews focused on and were limited to experiences related to the Internet service provider sector.

Data collection

Focus groups are widely used in interpretive phenomenological research. Group interaction provides a range of emotions and spontaneity while providing creative insights (Bauer et Gaskell, 2000).

The study was conducted in 4 stages. Data from focus groups was supplemented and corroborated by a series of one-to-one in-depth interviews (20). These allowed the development of a much deeper understanding of respondents’ attitudes and behaviour, while providing insights into their lifestyles (Yin, 1984). Invitations to take part in the focus groups and one-to-one interviews was based on the principles identified by Miles et Hubermann (1994, p.29) that “choices of informants, episodes and interactions are driven by a conceptual question and not by a concern for representativeness”. Given this approach to the selection of purchase a pants, the results can only allow a generalisation to theoretical propositions rather than to a statistically reliable prediction of behaviour (Yin, 1984).

Stage 1 was a pre-study made of two focus groups (7 and 3 participants) in order to have knowledge on participants’ experience and type of emotions. It was made of open-ended questions (Appendix 1, p.21). Participants were asked to define their emotions according to the experience they had. They were also asked to illustrate their feelings. Both focus groups were recorded.

Stage 2 was an analysis of data collected from focus groups using the content analysis (Miles et Huberman, 1994). 4 themes emerged from the analysis.

Stage 3 of our study involved 20 face-to-face semi-structured interviews. Since the aim was to explore how individuals understand specific concepts, semi-structured interviews were conducted while attempting to refine and take into account participants’ additional or
complementary comments (Appendix 2, p.22). Researchers attempted to carefully explain and clarify some points while keeping relevant ideas. Interviews lasted between one hour and two hours. Recorded interviews were transcribed and analysed using NVivo.

Stage four is about the analysis of recorded data from the interviews. The form of analysis used here was based on the principles proposed by Miles et Hubermann (1994) and Strauss et Corbin (1998), and was highly iterative in nature. If the research is began with a list of guideline questions, but data collection and analysis were consciously combined. Initial, data analysis was used to guide ongoing data collection. It is argued by Strauss et Corbin (1998) that this approach allows the researcher to increase the “density” and “saturation” of recurring categories.

The initial stage of open coding involved identifying, labelling, and categorising data. The properties of each category were dimensionalised and required placing each property along a continuum of values (for example, anger was categorised according to intensity of the emotion). The following stage—axial coding—developed a system of coding that could identify causal relationships between categories. The results of the analysis were felt to satisfy Strauss and Corbin’s four primary requirements for judging emergent theory: 1) it should fit the phenomenon and adhere to the common reality of the domain; 2) it should provide understanding and be understandable; 3) because the data is comprehensive, it should provide some level of generality; and 4) it should state the conditions under which the theory applies.

The data analysis principles of Miles et Hubermann (1994) were operationalised through this software by using two types of code (1) tree nodes which are related to the categories the researchers had identified from the beginning of the study; (2) The free nodes, referring to codes that could appear during the analysis of one interview. The aim is to organize the data and to make links between data from several interviews. This use of NVivo for this study
avoided a manual content analysis. NVivo allows the researcher having a fast and relevant picture of the data.

Results

The analysis of the interviews tended to support one of our main expectations. Since interviewees have a very bad opinion of the call center industry, most of them firstly describe this industry in negative terms talking about a ‘poor and inefficient management’. According to them, there are concerns about the relationships between managers and employees. They talked about ‘mental representations’ in which they imagine an employee working like an ‘assembly-line worker’. Respondents agreed to describe this industry as a Taylorism one. Some of them (interviewees 2, 3, 4) go further when they said ‘this is like slaughtering, employees have to do the same things all the time. Interviewee 13 thinks that ‘call centre employees are all the same, like robots and follow a specific guideline’.

In addition, numerous interview respondents make a clear difference between emotions felt regarding the process and emotions felt as compared to the relationship with the call centres’ employee. None of the respondents felt positive emotions after a phone contact with a call centre employees. This might be biased by the fact that they already have a bad idea on the way the relationship will occur. This also could be explained by (1) the fact that customers are in a situation where they have to solve a problem, the relationship is already biased and (2) the fact that most of the time they have to wait before reaching someone, this waiting time could increase the level of angry and stress.

From the initial data analysis (focus groups), a number of emergent themes were identified such as impersonal contact, feeling of powerlessness and frustration. Face-to-face interviews allowed identifying one another theme which is a feeling of relief.
Evidence and justification for these emergent themes is discussed below.

One of the identified themes is the perception of impersonal contact. According to the exploratory research it seems that call centres’ customers perceived a lack of personalized contact regarding their phone exchange with the call centre agent. Respondent 2 is wondering; ‘I do not understand. Whatever the type of service, the process should be the same. Whether you go in a restaurant or you book a hotel room, you are expected a specific process. I know there is difference whether you want to order some clothes or reach your car company after a car crash. But the employee must treat you right and take time to listen to you and your problem’.

This was reinforced by three other respondents (Respondents 3, 4 and 5) who said the same thing: ‘That’s right, it’s not fair. I guess this could be explained by the fact that they are not front employees. When you have a direct contact, you have to take into account the customers’ and his needs. Since the contact is rather indirect, they do not pay attention to us as a human’.

Respondent 2: ‘There is no relationship quality. I have already thought about that to improve the service. One of the best way would be to dial your reference number and a person take your call and say ‘Hello M. X, how are you today?’ This could make the difference. Instead of that, you have to wait and this already contributes to a kind of emotional stress’.

Therefore, according to the respondents, ‘customers and employees cannot have any qualitative relationships’. Another one added also that ‘it is impossible to “industrialize” human relationships’. Respondents raise the issue of being motivated while working in such an environment. One of the respondents considers such working conditions, nobody would like to work, nobody wants to help someone and solve his problem’. One of the major problems is the lack of personalization. Respondents considered that call centers enter them
into a kind of ‘category’ and if their problems are not understood or are too specific, employees are lost and cannot face the problem. As a consequence, respondents feel like ‘anonymous’. The employee does not seek to ‘diagnose the pain’.

Another one explains that ‘each time she contact such a person, she felt that she disturbed. I guess they have no right to be human oriented. I think that they must follow a specific process, There is no room for a kind of humanity and a relevant relationship with us’.

A third respondent also claims: ‘I quite understand their position. Since the conversations are recorded, they cannot take the time to discuss with the customers in a human manner. They might felt under pressure’

It seems that respondents seek for better qualitative relationships with call centres. According to them, reasons obviously came from an inefficient management. Indeed, managers should also pay attention to the employee selection since according to one of the interviewees, ‘Speaking on the phone could be considered as a talent, you need specific skills since the accent, the voice, its rhythm, its tone and the delivery speech are the only marks for the customer. Another added also that ‘the choice of the words is also important’. Another one insisted on the fact that personality is also important:

‘We want call centres’ employees to smile on the phone, to take into account our concerns, to be human oriented, to feel empathy, to have listening skills and to start from scratch for each customer since our concern and attitude are different.’
Feeling of powerlessness is another theme which came up from the focus groups and the face-to-face interviews. Respondents obviously stressed on their lack of power in the exchange and the relationships they had with the call centre’s employees.

Respondent 2 explains: ‘I had a problem with my computer and I have no skills in this field. I have decided to call the number of the company which sold me the computer. I could not understand what the employee was explaining me, I asked him to repeat what I had to do. Since it did not work, he told me that he could not help me and that he spent too much time ‘solving’ my problem. Therefore, I hung up and I was very angry. This person did not try to know if I really understood what she was saying, he did not take his time to explain me with simple words. I have no technical computer skills. Instead of that, we had an argument and since he did not focus on my own specific and personal problem, I have decided to hang up. One day after my best friend came to my place and repairs my computer’.

Respondent 12 have the same feeling: ‘You can’t do anything without them. We are obliged to follow their instructions. My wireless application did not work and they could not find the reason. I had to wait two days. You have no choice’

Respondent 15 also feels powerlessness: ‘Each time I call my Internet provider, I have the feeling that it is a waste of time. But I have to call them because we are told that it is the unique way to solve my problem. However, nothing happens until they find a solution’.

In addition to a feeling of impersonal contact and feeling of powerlessness is a feeling of frustration. Frustration is mainly linked to the fact that the respondents felt alone whereas call centres’ employees are expected to help them. This is the reason why customers call.

Respondent 1 described: ‘The cable did not work anymore. I called my Internet service provider and I had to wait 10 minutes before reaching someone. I had a little time to describe
my problem, maybe 30 seconds. I am not sure the employee listened carefully to me. He immediately asked me to look at the TV but I have no idea of what I had to do. I was alone at home, nobody could help me. I felt scorned, He was talking to me with a specific language I could not understand. I felt rejected’

Respondent 3 confirmed and explained the following: ‘I felt frustrated since I had to call three times to get my problem fixed. The phone line was broken. Fortunately I have my cell phone. I was also anxious because I was not understood and my problem was not taken into consideration. You are just anonymous, there is no consideration. I do not like the way they treat. I subscribe and pay each month to get a specific service’

Another one: ‘I had the same experiment and I felt stupid and lost. I think that they have to help us. Instead of using the Internet site, I prefer calling to have someone on the phone, I feel secured. But the way he treated me was very bad. At the end, I felt ashamed and stupid’.

The only positive emotion that emerged from this study is a feeling of relief. In this case, it automatically means that the problem for which the customer called has been solved. Since this is what he is expected, when it works, the customer felt relief:

Respondent 18 explained ‘I felt relief for two reasons: the call centre employees understood my problem, which is quite scarce but he also solve my problem. Usually it takes so much time to describe your problem and to be understood. When it works, there is what I call another step: finding the solution since the employees and myself share things’

Respondent 16 also shared this feeling: ‘It is such a pain to contact a call centre. But when I dial the number and I am in a contact with a person, I expect my problem to be solved. It is simple. When it is solved, I feel relief and I let it go’.
Discussion

Customer satisfaction measurement in call centres has suffered from focus on what can be easily measured. Most of the studies focus on an operational measurement and quantifiable metrics. Measures of affect may be important as well. Emotional aspects of call centres have been widely studied in the marketing literature and it seems relevant to explain customer satisfaction in call centres by affect.

The aim of this exploratory research is to obtain a better measurement instrument for call centre customer satisfaction by focusing on emotions and customers’ feelings.

The following key measures of affect were observed in this study: lack of personal contact, perception of unfairness, frustration and feeling of powerlessness. These themes emerged from two focus groups, which aimed at identifying the emotions that are aroused through customers’ interactions with call centres. This exploratory research will inform the development of future quantitative research instrument that will benefit the call centre sector.

This research has not linked measures of affect to customer behavior or behavioral intention. It is only an assumption of this research that happy customers will proceed to make a purchase / repurchase and to recommend a company to their friends. This needs to be tested with a model to predict customer repurchase / referral based on measures of affect.

This exploratory research is subject to the usual limitations of qualitative research. The sample is very small. Moreover interpretation of data may be subject to researchers’ bias even though NVivo has been used to analyze the collected data.
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Appendix 1: Focus Group guideline

1. What was your latest experiment with call center employee (inbound calls)?

2. What was the main purpose of your call?

3. How long did you wait before reaching an agent (perception)? Did you find this waiting time too long (perception)?

4. What did you expect from a call centre’s agent when you are calling him?

5. How would you define positive / negative emotions?

6. Which kind of positive / negative emotions have you ever felt during/after a call?

7. What could make you feel good / bad after a call with a call centers’ agent? Why?
Appendix 2: Face-to-face interviews guideline

1. How would you describe a call centre?

2. What was your latest experience with your Internet service provider call centre?

3. Why did you call? What was your problem?

4. How would you describe an emotion?

5. Did you feel any kind of impersonal contact? Could you illustrate?

6. Did you feel a kind of powerlessness? Do you have an example?

7. Did you feel some frustration? Can you describe this feeling and give an example?

8. Did you feel other type of negative emotions?

9. Did you feel any positive emotions? Which one?