A study of channels of communication in the field of After-sales service

Dissertation submitted in part fulfillment of the requirements for the degree of MSc Marketing at Dublin Business School

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Declaration

I, Léa Laboureau, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School’s academic honesty policy.

Signed: LEA LABOUREAU

Date: 04/01/2019
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Abstract

**Purpose:** The purpose of this research is to study how consumers use and perceived channels of communication in the context of after-sales service, especially when they want to express a complaint.

**Methodology/Approach:** The methodology adopted for this dissertation is a qualitative research methodology designed with a critical realism philosophy and an Inductive approach. Hence, in order to investigate customers' habits and desire in the context of after-sales service, qualitative data have been collected with individual semi-structured interviews.

**Findings:** This investigation has emphasized that consumers are not comfortable with digital or offline channels of communication when they want to complain. They use these channels by habits but insist on their limits to each. Additionally, the human factor is gradually fading away in businesses' after-sale service. Whereas, consumers ask for companies to provide them successful after-sales service with reactivity and qualified agent. These limits prevent companies from turning dissatisfied customers into satisfied and loyal consumers. Thus, the removal of barriers between digital and offline channels have been evoked with the Omnichannel strategy. This combination with last technologies toward human being has been appreciated and even required by consumers, in their after-sales service experience.

**Major contributions:** In this dissertation, the researcher provides companies important information to help them effectively to organize their communication channels to best handle consumer complaints when they have a problem with a product.

**Keywords:** After-sales service - Customer support- Two ways conversation - Customer satisfaction - Customer dissatisfaction - Customer complaint - Channels of communication - Omnichannel strategy

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Chapter 1 : Introduction
1. Introduction

1.1. Background of the research

Today, customers have changed from passive status to an active position with a voice. They have power, control and are a part of social communities (Philip Kotler et al, 2017). Hence, the one-way conversation to sell functional products is not sufficient anymore. Customers’ expectations have evolved toward a desire for a two-way conversation with an efficient shopping experience, including after-sales service (D. Wahjudi et al, 2018). Indeed, by providing an optimized client support service, companies in every industry would enhance customer satisfaction, directly linked to their loyalty and repeat purchases (Thomas H. Davenport et al, 1997).

In the context of after-sales service, customer satisfaction occupies a significant role and takes the form of three possibilities. First of all, they can be surveyed to evaluate their level of satisfaction. They may also have a clarification in terms of the need to replace parts. Finally, with the two-way conversation, consumers can have the opportunity to ask a question or express a complaint (Carlos Santos et al, 2016). Therefore, this dissertation would be interested in the final option: Customer complaints.

Meanwhile, with the emergence of new technologies and the high level of significance for customer satisfaction, most companies absolutely want to include digital in their strategy (Mario Cuba, 2015). Digital channels offer several benefits for consumers in their daily life like immediacy, transparency, and entertainments (Philip Kotler et al, 2017 ). But they are also able to be a source of functional frustrations for consumers and for businesses in the context of after-sales service (Tommy Sandbank et al, 2017). In fact, businesses are often overworked by the immediacy of digital channels and they are not in a position to handle customers’ complaints. Consequently, they sometimes used robots to handle all their requests. This decision is able to generate frustrations, then dissatisfaction and finally customer defection over time (Frederick and Sasser,1990).

Besides, consumers still want to have a voice conversation with human agents to express their complaint in after-sales service. Indeed, despite the negative background, call centers or in-shop experience bring some solutions which are not available with digital channels. In addition, with the latest technologies, companies make the mistake of forgetting the most important
point: What do customers want? (Gregg Johnson, 2017). Indeed, instead of asking them what they expect from their shopping experience, companies are only focused on providing digital or voice conversation with their clients. Hence, there is a misconception about customers’ expectations and the trend of ‘shiny new toy’ with digital (Joe Burton, 2009) and voice conversation with call centers.

Globally, consumers appreciate to use digital or offline channels of communication but they are more specifically looking for human interaction, especially after their purchase (Sanjay Dawar et al, 2016). They are justly more able to be satisfied with human interactions when it is about a complicated problem with their purchases. Consequently, consumers are, on the one hand, attracted by digital and offline channels and on the other hand, they expect personal and human being contact.

Companies, in all industries, are struggled with this challenge to find the strike balance between digital channels and offline channels, while providing human interaction in their after-sales service. Besides, online and offline channels should be not seen as distinct and incompatible. On the contrary, "they need to coexist to deliver the best customer experience" (P. Kotler et al, 1994). Businesses forgot to consider a potential solution for their after-sales strategy: an Omnichannel strategy between digital and offline channels with a human agent.

1.2. Aims for the Proposed Research

The previous context has firstly stated consumer’s expectation for two-way conversation in their use of after-sales service. Their frustration has been directly linked to the incapacity of companies to handle their complaint with the right channel of communication and with human being relations. Thus, this frustration is generated by different factors, the most important being: Channels of communication and its limits. Consequently, the research question for this dissertation is "How should businesses effectively manage their channels of communication to handle customer complaints in after-sales service?".

In order to answer this question, the following objectives have been listed:

1. Underscore the necessity for companies to handle customer complaint according to consumers’ significance
2. Clarify what customers’ expectations are in the context of after-sales service

3. Classify major channels of communication used by consumers to express their complaints with their benefits and limits

4. Collecting information about customers’ desires for a human agent during their process of complaint

5. Highlight and investigate a potential solution for businesses to manage their channels of communication: The Omnichannel strategy

1.3. Rationale for the Proposed Research

Despite the companies’ desire to improve their after-sales service, customers are still dissatisfied about the company’s strategy to solve their complaints. One of their main discontents is precisely their inability to provide them a meaningful two-way conversation with the right channel, after their purchase (Accenture report, 2016). At that time, there are no existing studies comparing different after-sales channels used for handling customers’ complaints.

Nonetheless, there are helpful articles and thesis on different fields directly linked to the area of after-sales. Firstly, the after-sales service is well defined by several authors (D. Wahjudi et al, 2018 - Loomba, 1998) as well as its benefits (Richard N. Cardozo, 1965 - Andi Mawazo Mwegerano, 2014 - Mohamed Al Hammadi, 2016). One of the main research is provided by the author Gulden Asugman (1997) who highlights the importance of having efficient customer support in order to make a difference at the international level.

In parallel, Chris Fill (2016) largely discussed Marketing Communications with a focus on conversation significance for customers. This theory explains how important it is to create a meaningful conversation with the right channel and a specific audience. The conversation is notably evoked and analyzed as a two-way conversation (Ballantyne, 2004), that we are going to define in the literature review. These previous writings would be positive for the dissertation in order to gain knowledge about the background of after-sales service and the development of two-way conversation in the post-purchase step.
The author Bill Donaldson (1986) rightly underscores the change of mentality from marketer monologue toward a customer-centric approach with a valuable service. Indeed, their expectations have become the main priority for companies. But those ones are constantly changing with the apparition of digital channels (Richard Benson-Armer et al, 2015). Consumer’s expectations are consequently a crucial and hazardous criterion that companies need to understand in order to keep consumers loyal and avoid customer dissatisfaction (Nazim Hussain et al, 2011).

This dissatisfaction is additionally largely discussed and reviewed by Scott Gehlbach (2006) who precisely investigate Hirschman’s theory (1970), about the option for dissatisfied consumers to complain directly to the company. Besides, in the context of the post-purchase, after-sales service has for main goal the handling of customers complaints (Bill Donaldson, 1986). Hence, this dissertation is especially interested in consumers complaints and additional negative feelings which are induced when companies do not handle consumers queries.

Additionally, consumers’ perceptions and desires in the context of after-sales’ channels are also missing among existing academic research. There are several reports which use a direct survey to measure customer satisfaction, but it is still difficult to confirm what is bad or good for them (Bill Donaldson, 1986). Therefore, this dissertation would investigate through semi-structured interviews, customers’ desires and frustrations in their use of after-sales service. These arguments are going to help us to understand why it is important to optimize and manage after-sales channels, according to customers’ expectations.

In the end, all these writings discuss each of the existing after-sales channels without making a comparison between them and expressing real consumers’ needs in the context of after-sales service. Thus, there is a lack of discussion and especially a comparison between all after-sales channels in the same thesis. Consequently, the purpose of this dissertation could be relevant for businesses in order to awaken their curiosity and awareness about customers’ desires while giving them arguments and solutions.
1.4. Dissertation roadmap

In order to provide structured insights for companies, this study will be organized around seven chapters. Chapter 1 will provide an exhaustive context for the study’s topic with primary and second objectives.

Then, Chapter 2, the Literature Review, will gather several existing and emerging theories in order to investigate distinct facts. It will notably explore the context of after-sales service over years with some definitions like customer satisfaction, two-way conversation or customer dissatisfaction for example.

Afterward, the literature review will list every after-sales channels with their benefits and limits. These channels will be largely investigated and divided between Digital channels of communication and the Human to Human communication part. At the end of Chapter 2, the Omnichannel strategy will be highlighted with theories and examples of this combination, which illustrates the latest technologies toward human beings.

Afterward, Chapter 3, the Research Methodology and Methods, will permit to state guidelines to collect and analyze qualitative data with semi-structured interviews. This chapter will come in addition to theories in order to investigate consumers’ needs in the context of after-sales service.

Concerning Chapter 4, this latter will underscore the main findings collected in semi-structured interviews. These results would emphasize customers’ main habits and desires when they want to express a complaint.

Additionally, Chapter 5, the Discussion part, will investigate in a deeper way Chapter 4 with correlations between findings and theories about what customers want in their after-sales service and what the Omnichannel strategy inspire them.

Then, Chapter 6 will close the previous chapters with a global conclusion and will add recommendations to give insights for companies in the future. Finally, the last Chapter, Reflection, will draw a reflection about the role of the dissertation as an incredible learning experience in the researcher life.
1.5. Limitations

This dissertation presents some limitations. Firstly, this study was completed in a given time estimated at twelve months. This short duration, therefore, limits the researcher's possibilities of investigation as well as the research methodology choice. This subject would have been treated in a different way with a mix of quantitative and qualitative methodology. However, due to the lack of time and lack of skills of the researcher, this approach would have been difficult to conduct properly. Then, the time duration is significant but the sample size is also another limitation for the study. Regarding the lack of time, the research has reached eight participants for the study. However, the researcher would have appreciated reaching more people so that they could represent a true sample of all consumers.
Chapter 2 : Literature Review
2. Literature Review

2.1. Literature Introduction

In order to provide reliable academic research correlated to the Research question, Chapter 2 has classified author's theories through two main parts. The first part highlights theoretical knowledge, in order to understand after-sales' benefits, the necessity of the two-way conversation in the post-purchase step and then the negative impact of customer complaints on businesses' profits. This first part highlights then, significant benefits but also challenges induced by after-sales service for companies.

However, this essay is not only dedicated to the analysis of after-sales service background. Knowing why is it important to handle customer complaints with the two-way conversation, is a starting point. Nonetheless, this Literature Review also underscores different forms that two-way conversation can take through connected or offline channels, in order to handle customers complaints.

Consequently, this Literature Review would dedicate its second part to the confrontation between two main theories: In one hand, the authors argued about the necessity to use digital channels in companies' customer support. Whereas, on the other hand, these experts are facing others theories about the prominence of human voice conversation, with call centers or in-shop experience, for consumers. This theoretical confrontation leads this literature review to highlight the benefits and limits of each solution while underscoring a new hypothesis: An Omnichannel strategy between digital channels and human being, in the after-sales service of companies.

2.2. Theoretical background for After-sales service

2.2.1 After-sales service’s benefits for consumers and companies

Defined as a service "offered or provided by a retailer or manufacturer after the sale of an item" (Oxford dictionary), the after-sales service has the main goal to provide information to customers in the use and disposal of the product (D. Wahjudi et al, 2018). M. Qasim, (2012, p6) additionally defines the after-sales service with Loomba’s definition (1998) "set of activities that ensure product availability for trouble-free use to consumers over its useful lifespan ". Meanwhile, after-sales service takes place in the last step of customer shopping
experience: Post purchase. This stage is defined as a step where "consumers evaluate their satisfaction and consider whether they want to repurchase the product, perhaps engaging in word of mouth" (Jan Kietzmann et al, 2018). Indeed, in the emerging Bill Donaldson theory (1986), of providing tailored service according to customers' desires, after-sales plays a significant role in giving what customers want, instead of saying "what is good for them ". Hence, after-sales service is an essential step in the consumer shopping experience, with different benefits (Carlos Santos et al, 2016).

2.2.2. Increase customer satisfaction and loyalty

The first and most important benefit of after-sales service is its ability to increase customer satisfaction (Thomas H. Davenport et al, 1997). Customer satisfaction induces a "positive feeling that is created in an individual after the use of the received products or service" (Mahmoudreza Mostaghimi et al, 2016, p599). According to the author Eugene W. Anderson (1994), there are two types of customer satisfaction. First, the transaction-specific perspective which means that customer satisfaction is automatically correlated to a choice made after purchase with a specific occasion. Whereas, on the other hand, there is the cumulative customer satisfaction which is "an overall evaluation based on the total purchase and consumption experience with a good or service over time ". (Eugene W. Anderson et al, 1994).

In the context of after-sales service, customer satisfaction occupies a significant role and takes the form of three possibilities. First, customers can be surveyed to evaluate their level of satisfaction. They also can have a clarification in terms of the need to replace parts. Finally, consumers can have the opportunity, to ask a question or express a complaint (Carlos Santos et al, 2016). This Literature Review is especially focused in the final option about customers' complaints because according to Bill Donaldson (1986), the primary function of after-sales service is handling customers' complaints. Indeed, if consumers are satisfied by the return on investment of their purchase with a high quality of service, they would be more able to make repeat purchase and positive word of mouth (Nazim Hussain et al, 2011).

In addition, satisfied consumers could become loyal consumers. Customer loyalty is defined by Oliver (1999, p34) as "a deeply held commitment to rebuy or patronizes a preferred product/service consistently in the future […] despite situational influences and marketing efforts having the potential to cause switching behavior ". The loyalty of consumers is also considered as a benefit linked to a higher level of customer's satisfaction (Mahmoudreza
Mostaghimi, 2016). Nonetheless, several authors underscore the fact that customer satisfaction is not at all enough for companies to keep consumers loyal (Deming et al, 1986 - Stewart, Thomas A., 1997). In addition, Oliver (1999) highlights the non-necessity of a direct link between customer loyalty and customer satisfaction. Consequently, businesses should be focused on obtaining customers' satisfaction, but most especially customer loyalty in order to have profitable and timing profits over years.

2.2.3 Cost-effective and Differentiator service

These previous benefits led this Literature review to investigate the second advantage of after-sales service: a Cost-effective process. Indeed, consumers' loyalty is a source of profits. Chris Fill (2016) highlights the theory that retaining current consumers is more cost-effective than constantly attracts new ones. Meanwhile, thanks to the multiplication of channels, the after-sales service is becoming one of the most powerful differentiator between a company and its competitors (Mohamed Al Hammadi, 2016). Indeed, Gulden Asugman (1997) emphasizes, at the international level, the necessity of having an efficient after-sales service.

For example, local companies can be distinguished from international competitors thanks to a tailored and optimized after-sales service. Therefore, customer support provides a mechanism to add value to the product while differentiating from giants in the same market (Gulden Asugman, 1997). In brief, after-sales service is a source of several benefits for companies: Customer satisfaction, customer loyalty, cost-effective process, and a powerful differentiator. Nonetheless, the after-sales service will not be able to provide these benefits without the conversational value (Wilson Bastos et al, 2017), and most especially the two-way conversation (Anca-Nicoleta Modoran, 2014).

2.2.4 The importance of having a meaningful two-way conversation

The conversation is an action that is entrenched in human nature and behaviours. These conversations influence people's decisions in their purchase and their feelings about their experience. Indeed, the conversational value is a positive experience for consumers because it reinforces memory, improved social relationships and deletes all tensions and frustrations for consumers (Wilson Bastos et al, 2017). All these factors lead clients to change their mind toward happiness, satisfaction, and engagement.
A match between the two-way conversation and customers’ expectations

Nonetheless, as the conversation leads to the engagement, the conversation must be elaborated in order to avoid marketer monologue. In fact, the engagement can induce a one-way conversation, in order to provide consumers an understanding about the product or service, or with a two-way conversation with the desire to exchange specific information (C. Fill et al, 2016). This exchange of information is defined as "the act of obtaining the desired object from someone, by offering something in return" (P. Kotler et al, 2017). The two-way conversation has been discussed and seen as a significant change in the middle of the 1990s. Afterward, the one-way conversation, initially used to convince consumers to buy the product, has been replaced by the two-way conversation with personal communication and an increase of customer satisfaction (C. Fill et al, 2016).

Meanwhile, the two-way conversation is useless if consumers' expectations are not respected. P. Kotler (1994) precisely made a link between customer satisfaction and consumers' expectations. The author E. W.Anderson (1994), as well as P. Kotler, argue that companies should only be focused on knowing customers’ expectations in order to increase customer satisfaction. These expectations are built on "consumers' past buying experience, comments from their peers, and promises made by the marketer or its competitors." (P. Kotler, 1994). However, customers' desires are not yet considered by all companies. Indeed, 84% of customers affirmed that their expectations had not been exceeded during their most recent interaction (M. Dixon et al, 2010). Consumer's expectations are consequently a crucial and hazardous criterion that companies need to understand in order to keep consumers loyalty and avoid customer dissatisfaction (N. Hussain et al, 2011).

The hazardous customer dissatisfaction

As evoked before, the dissatisfaction is linked to customers' expectations, because the customer dissatisfaction, appears when customers' desires are higher than the actual customer experience (Amanda Simmeborn et al, 2016). In other words, the dissatisfaction is due to a service failure, which would be inevitable and defined as "Disconfirmation of service expectations caused by service failure leads to customer dissatisfaction" (Michel. S, 2001, p20). Thus, this same dissatisfaction is consistently assimilated to a negative feeling but also to customer complaint behavior (Oliver, 1997).
In the process of customers dissatisfaction, Scott Gehlbach (2006), who quotes Hirschman's theory (1970), argues that consumers have two solutions: Exit or Voice. Exit induces the theory to give up the idea of complaints, whereas Voice means to directly express the dissatisfaction to the company concerned. Hence, the solution "Voice" induced direct customer complaints. The complaint is precisely defined as "may be generated from a disparity between customers' expectations in the pre-purchase stage and disconfirmation in the post-purchase stage" (Cho et al. 2001, p3). Moreover, customers' complaints can have a negative impact on businesses' reputation. Indeed, the complaint can be addressed by the consumers directly to the company or publicly online. According to ORACLE (2012), 79% of consumers have decided to share online their negative experience because of the inability of the company to take in charge their complaints.

If companies cannot handle customers' complaints, this would lead to a negative word of mouth and additional frustrations for consumers (Muhammad Qasim, 2012). Therefore, the ORACLE report (2012) defines what are the main source of frustration for consumers when they request the after-sales service. In the context of after-sales service, customers are looking for speed answer, interpersonal relationship with a service provider and expert and friendly agent (ORACLE, 2012). This question would be more investigated through semi-structured interviews of consumers.

In addition, service failure can also induce another negative result on businesses: Customer defection. Leila Boroumand (2006) defines the term customer defection as the customer change of a company, for another service provider, thanks to a service failure never repaired. By the way, the solution "Exit" of Hirschman's (1970) well illustrates the customer defection with the idea that consumers don't even bother to complain and directly change of service provider. In effect, the Accenture report (2016) precisely highlights that 81% of consumers are frustrated when they cannot have a conversation with companies after their purchase. In addition, 55% of consumers have changed of companies because of their incapacity to elaborate a conversation. That means that companies are still not able to handle customers' complaints and avoiding customer defection today.

Nonetheless, the customer complaints can be seen as a benefit by companies in the case they succeed to transform a dissatisfied consumer in satisfied consumer with an optimized after-sales service (Priyanga Gunarathne, 2018). To transform dissatisfied customers in loyal and
satisfied consumers, it is a necessity to reward feedbacks from consumers and to create personal relationships between companies and customers with strong ties (Nita Umashankar et al, 2017). In addition, in the case of after-sales service, consumers' expectations are oriented toward 4 pillars which are: Compensation, Speed answer, Apology and Initiation (Smith et al, 2009). If one of these four pillars is not considered by companies, this would lead to additional customer's frustration and dissatisfaction. Consequently, the main goal for businesses is first to avoid customer complaints with efficient customer service. Then, if it's not the case, try to generate customer satisfaction while avoiding additional frustrations to their complaints (Amy J.C. Trappey et al, 2010). This process is also called service recovery, which is defined as the "action to comfort customers' dissatisfactory emotions when customers feel discontent" (Amy J.C. Trappey et al, 2010, p3). Thus, if consumers are finally satisfied with a strong customer care service, they will create a positive word of mouth near to their family or friends (Nicole Leinbach-Reyhle, 2015).

In a nutshell, Customer dissatisfaction/defection and complaints can induce negative feeling, only if customers' expectations are not taken into account by companies. As consumers expectations are correlated to customer satisfaction, their requirements must be the priority. These same requirements are surely oriented around different factors as speed answer, personal communication, and friendly agent. However, customers' desires and habits are always switching with the evolution of technologies and channels of communication over years.

2.2.6 The Evolution of After-sales service over years

The after-sales service has consequently evolved over years from " an expensive extension of the main service ", to an opportunity for collecting strategic information about consumers' needs (Carlos Santos et al, 2016). In addition to the change of mentality, the apparition of innovations, over years, has totally reshaped the context of after-sales service. Indeed, the emergence of new channels made consumers more able to have access to service providers (Muhammad Qasim, 2012).

**Cellphone, starting point of after-sales service**

The first evolution and starting point of customer support was the apparition of the telephone and then cellphone, which allows having a conversation with the service provider (Anand Jane Falkar, 2018). The electronic telephone appeared in 1876, in order to avoid consumers to
go back in the shop for products repairs (Karl Pawlewicz). Nonetheless, this novelty was not yet accessible for all consumers. Whereas, in 1994, the telephone evolved toward the top of the customer tool, in the context of after-sales service.

This innovation had allowed consumers to have several phone calls around the world, and then have a service provider while staying in their house. Afterward, in 1960, call centers appeared with the idea to provide to consumers speed answer and effectiveness to solve their complaints (Anand Janefalkar, 2018). Consequently, customer support has evolved from physical interaction or letters toward phone calls with companies.

**Digital channels lead to the two-way conversation**

Afterward, in 1990, digital appeared with the internet which was an incredible revolution for consumers. Internet was accompanied by new digital channels as social media, in 2007 (Julien Rio, 2017). With the adoption of the internet and the importance of digital, consumers had more expectations for having convenient, personalized and relevant information (Richard Benson-Armer et al, 2015). Indeed, the digital has totally reshaped how consumers interact with brands and their expectations.

This fact concerned the entire shopping experience of consumers, including after-sales service (Marta Blazquez, 2014). Hence, customer support area has evolved, at the same time that consumers' expectations, toward social media, messaging app, chatbot and new technologies as Smarts speakers and Artificial intelligence (Anand Janefalkar, 2018).

Meanwhile, among human being and digital channels, the most important theory to retain is that there is no predefined channel for having a two-way conversation. Technologies and human being service are both able to generate customer satisfaction through meaningful two-way communication (David Ballantyne, 2004). However, according to previous literature, customer dissatisfaction is also a significant challenge induced by service failure and also by the wrong choice of channels of communication. Consequently, this Literature Review would investigate in the second part, each channel, in the context of after-sales service, with their benefits and limits.
2.3. After-sales channels presentation

When customers are dissatisfied with a company, this latter must elaborate specific channels of communication, in order to comply with customers' complaints (Tatiana Falcão de Souza Fernandes, 2013). Channels of communication are defined by Scott A. Neslin (2006, p96) as "a customer contact point, or a medium through which the firm and the customer interact.". Besides, channels choice is driven by customers' preferences and perceptions (Scott A. Neslin et al, 2006).

Nonetheless, consumers are heterogeneous and switch channel according to the purpose (Quansheng Wang et al, 2014). Thus, companies have to manage in an efficient way their channels of communication to handle customers' complaints and meet switching customers' expectations. At the same time, businesses have to avoid making the wrong choice of communication channels, which could be a source of additional and negative feelings for consumers (Kurilckik, Eleonora, 2017).

Thus, this second part of the Literature Review has been divided into three sub-sections: Digital Channels of Communication, Human to Human and Omnichannel strategy. These sections would gather different channels of communication, primarily used in after-sales service, and initially positive for the two-way conversation.

2.3.1 Digital Channels of Communication

The apparition of Web 2.0 has revolutionized the place of the customer in companies' strategy. Marketer lost their power with the mass communication, for the benefit of digital consumers with new expectations (P. Kotler et al, 2017). Indeed, now consumers would think digital-first and are asking for less human engagement in their post-purchase experience (Micah Solomon, 2017). In fact, digital channels are used by 64% of consumers when they want to express simple queries or complain to businesses (John Hibel, 2017).

In parallel, the Web 2.0 induced the apparition and democratization of social media networks, but also the rise of messaging and instant conversation with new digital channels, as messaging app and chatbot (Micah Solomon, 2017). These new channels are part of what we call the typing conversation Chris Vennard (2017). This latter highlights that 70% of consumers prefer the
typing conversation to voice calls for after-sales service. But, Micah Solomon (2017) also emphasizes that typing conversation are not enough for consumers and voice-enabled agents have to be present in their shopping experience. Hence, this dissertation will investigate these two types of technologies.

**Email marketing**

The typing conversation started in the area of after-sales service with email marketing. Indeed, with the rise of the internet, email marketing began to be the most popular tool used by marketers (Raluca Dania Todor, 2017). In the beginning, email marketing was used in order to highlight promotions and new products. Now, consumers do not appreciate to receive irrelevant emails and desire to open tailored and pertinent email marketing (Direct Marketing Association, 2017). Concerning after-sales service, Narendra Gupta (2013) recommends companies to comply with "emotional email" in order to handle customer complaints efficiently and avoid customer defection.

Emotional emails are defined as customer email to a business complaining and are able to lead to dissatisfaction and then customer defection (Narendra Gupta, 2013). Companies have several uses of email marketing, with the main goal to retrieve customers' feedbacks. Concerning, their complaints, it is a customers’ ownership to use email channel to communicate with businesses (Loredana Patrutiu-Baltes, 2016). In fact, the email would offer to consumers the possibility to contact in live businesses with tailored messages, attached files and detailed complaint (Octopus Tech, 2017). But, at the same time, companies often forgot to handle customer complaints and respond late.

**Social media channels**

Even if email marketing is still used by consumers to complain to brands, social media make their apparition with a novelty: the instantaneousness. The author Anca-Nicoleta Modoran (2014) states that in the actual society, customers prefer having a conversation with their favourite business through social media channel. Social media is defined by the author against its ability to produce and distribute instant content with other users online (Dan Zarrella, 2010). Besides, social media are known to give a voice to consumers, as well as, the ownership of the two-way conversation with brands (Kurilchik, Eleonora, 2017).
In the case of after-sales service, this type of channel offers to consumers a personal and quick answer while providing insights about the product (Roxane Divol et al, 2012). The writer Shereen Oraby (2017), quotes besides the social media Twitter as the most efficient platform for consumer service dialogue with useful and instant answers to consumers' requests. In addition, 70% of consumers have used Twitter for customer service since 2013-14 (Raffaella Bianchi et al, 2015). The company Nike is also a pertinent example in terms of customer support with Twitter. They use their hashtag #Justdoit serve in order to foster customers to share their complaint with them on Twitter (Jacky Au Duong et al, 2017).

Concerning companies, social media offers the possibility to reach a wide customer base with a low-cost price. Moreover, social networks create customer involvement, loyalty and repeat purchases (Khagendra Nath Gangai et al, 2018). Afterward, like social media is a viral phenomenon, one of their main benefits is its ability to amplify a positive word of mouth (Roxane Divol et al, 2012). However, like every technology, social media could also generate the opposite result of customer satisfaction (Khagendra Nath Gangai et al, 2018).

Indeed, social media could create a negative feeling for consumers, if the conversation is finally depersonalized or in-fact non-existent (Linda Jane Lopez, 2013). This situation can happen if companies use robots to handle customers' queries. This frustration would create negative word of mouth and then an impact of company's notoriety (Kurilchik, Eleonora, 2017). A McKinsey research emphasizes precisely that a negative post on social media has a significant impact on customers' choice than five positive posts.

**Messaging app**

After the democratization of social media, messaging app has fully replaced social networks with WhatsApp, Facebook Messenger, WeChat and several other platforms (Peter de Witte, 2016). These new messaging tools are defined as distinct from social media thanks to their primary function: instant messaging conversation (Antonis Kalogeropoulos, 2018). Besides, Peter de Witte (2016, p17) defines messaging apps as "The exchange of text messages through a software application in real time" and only available on a smartphone, in contrast to social media. In addition to the novelty of messaging app, social media has been replaced by messaging app because of their lack of privacy over years (Peter de Witte, 2016). Whereas, messaging app induced for consumers trust in terms of privacy, convenience and deep conversations (Antonis Kalogeropoulos, 2018). Hence, messaging apps had become the most
used digital channel (Statista report, 2018), especially WhatsApp (Christian Montag et al., 2015).

Concerning companies, they are increasingly interested in this new trend and use it to interact and have a two-way conversation with consumers, after purchase. In fact, the proximity and personalized relationship induced by messaging apps, is able to generate customer loyalty and repeat purchases (Peter de Witte, 2016). That's why the society WhatsApp had launched a new mobile application: WhatsApp Business. The main goal of this mobile application is to strengthen relationships between companies and consumers while providing instant messaging two-way conversation (WhatsApp corporate website). In the case of after-sales service, companies will be able to interact with consumers with instant answers to their questions. Concerning potential limits of messaging app, it is the same case than social media: Lack of answer, time wasting and then customer dissatisfaction. A study highlights that 21% of customers' questions on messaging app did not get an answer and the time waiting is estimated at 3 minutes, which is too long with last technologies apparition (Steven MacDonald, 2018).

Meanwhile, with the rise of the Internet and the growing messaging ecosystem, the next trend would reside specifically on conversation and conversational interfaces based on chatbots (Natali Asher, 2017).

**Chatbot**

This conversational agent is a technology defined as a "computer program, which simulates human language with the aid of a text-based dialogue system" (Darius Zumstein et al, 2018, p98). Due to last innovations in terms of natural language and artificial intelligence, this personal agent will be used by 80% of companies until 2020 (Tommy Sandbank et al, 2017). Millennials are especially attracted by this type of technology (Natali Asher, 2017), because of its ability to give an instant and real one-to-one conversation to consumers, every time (Eleonora Kurilchik, 2017). Moreover, chatbot entertains customers while providing them knowledgeable answer to their question or complaints (Nicole Radziwill et al, 2017).

However, the conversational agent can have functional limits and consequently create additional frustrations for consumers. Indeed, chatbot is not yet operational. When a robot is behind the chatbot, it could not understand the customer complaint or provide " wrong " and depersonalized answer (Tommy Sandbank et al, 2017). In addition, consumers want to talk to the virtual agent in the same way they do with a human employee (Eleonora Kurilchik, 2017),
whereas this functionality is not working every time. But, if the virtual agent is assimilated with a human employee, all these limits would be improved and finally generate customer satisfaction (Tommy Sandbank et al, 2017).

In a nutshell, according to previous academic research, the typing conversation with messaging app and Chatbot would be the future for the after-sales service. Moreover, D. Edelman (2010), argues that online touch points are much more effective after purchasing, in the customer journey, with a deeply engagement. However, literature have also proved that typing messaging apps are not always a source of positive feelings for consumers. Due to the limits of these technologies, consumers can be dissatisfied with a lack of answer or wrong and depersonalized information.

**Voice-enabled digital assistant**

In parallel of the typing conversation, the future of after-sales service would be turned toward the Vcommerce. The expert Olivier Robé (2018) defines the Vcommerce as a new revolution using artificial voice in the customer shopping experience. Indeed, young generation is comfortable with the idea of using voice-enabled digital assistant in their purchase (Dave Sovie et al, 2017). These voices enabled agent allow consumers to ask request directly by voice instead of the typing way.

**Smarts Speakers and Artificial Intelligence**

These AI agents are commonly known as "Smart Speakers". With Alexa, Echo and Google assistant, the market of Smarts Speakers is exploding. In terms of benefits, Niraj Dawar (2018) argues that these voice technologies induced a purchase routine while facilitating consumers' choices between products. Smart Speakers are seen as an appreciate channel by consumers with the convenience and the experience of their service (Jack Dyson, 2018). In fact, Smart Speakers are able to answer simple informational queries as for weather, music command and phone calls for example (Matthew B. Hoy, 2018).

In contrast, Maurice E. Stuckey (2017) highlights a global lack of trust for Smarts Speakers. As these personalized assistants are connected to the entire house, cars or even a fridge, consumers can be worried about the privacy of their data (Maurice E. Stuckey et al, 2017). In addition, voice assistant also induces concerns in terms of security. If a malicious person asks questions to smart speakers and gathers personal information, the security of the consumer could be
compromised (Matthew B. Hoy, 2018). However, these AI agents can offer benefits for consumers in the context of after-sales service. Indeed, Smarts Speakers have accustomed consumers to ask a question with a natural tone and get a quick answer. Besides, it is more natural for consumers to speak with their voice instead of typing what they want to say (Vandita Grover, 2018).

Hence, Artificial intelligence takes place in after-sales service and more especially in call centers (Keith Kirkpatrick, 2017). With the rise of voice digital agent and evolution with human-computer language, AI would be accepted and could replace human being in the context of call centers (Keith Kirkpatrick, 2017). The Google Duplex is a specific and relevant example of AI because of its ability to initiate and lead a dialogue as a human (Puru Govind, 2018). The author Puru Govind, (2018) even argues that typing messages have functional limits, in order to provide what customers want: a personal contact. Which apparently would not be the case of innovation as Google Duplex, especially appreciated in call centers (Puru Govind, 2018).

Consequently, from all academic research about typing conversation and voice-enabled assistant, digital channels are especially appreciated by consumers in the after-sales service. However, digital channels, which induce robots, also present functional limits that cannot always answer to the need for immediacy, personalization, and convenience for consumers (Jeff Berg et al, 2016). In addition, some authors and current customers' reports highlight an existing need for human being in after-sales service.

2.3.2 Human to Human

According to previous theories, several experts underscores the necessity of implementing digital channels in the after-sales service of companies. The author Blake Morgan (2016) argues that digital is the only way to enhance customer satisfaction. While the report Ubisend (2017) emphasizes the possibility to use digital channels powered by machines in order to match with customers' expectations. About the theory, Nazim Hussain (2011), argues that using the latest technology for providing quality to consumers is a necessity. Finally, Eleonora Kurilchik (2017) concludes by the necessity of reshaping businesses’ customer support from human-to-human interactions to human to robot. Nonetheless, do consumers only want digital and typing channels of communication? What if human voice conversation is still expected by consumers in after-sales service?
**Why consumers still want human voice interaction?**

Indeed, in contrast to previous theories, consumers are more attached to voice communication because it is easier and faster to communicate rather than typing messages. People speak at 125-175 words per minute whereas, the average typist is 38-40 words per minute (Gregg Johnson, 2017). Besides, the human voice is still required by consumers who prefer dealing with humans in order to get quick answers to questions (58%), to solve service issues (73%) and to get advice (73%) (Tom Jacobson et al, 2016). Thus, these facts highlight customers' desires for having human voice interaction during and after their purchase.

In parallel, the human voice has scientist effects on consumers decisions. The neuroscientist Sophie Scott (2017) argues that human voice brings emotions and reinforces consumer's memory in comparison to typing conversation. In addition to scientist analysis, the number of mobile users is growing every year and is now estimated at 5.135 billion around the world (Simon Kemp, 2018). The majority of mobile users still use their mobile for calls and SMS (GSMA, 2017), while 65% prefer to contact a company by phone call rather than digital channel (Jonjie Sena, 2017). In fact, 53% of consumers are irritated if they can't have directly a real person to the phone (Nicola Brookes, 2014).

Consequently, even if the majority of experts argues about the necessity to implement technology in after-sales service, human voice interaction is still asked by consumers. Moreover, companies are looking for cost reduction with last technologies, but the lack of face-to-face interactions can create service failure and then customer dissatisfaction (Linda Jane Lopez, 2013). Nonetheless, even if consumers still want human interaction in their after-sales service, they also have high expectations when it concerns human dialogue. Indeed, 48% of consumers have high expectations from information and advice provided by a human agent (Sanjay Dawar et al, 2016).

**Improved call centers**

From this information, human voice interaction is still appreciated by consumers once their purchase is made. But what are solutions for consumers if they want to have a voice conversation with a human agent?

Call centers are always considered as the first solution chosen by consumers in order to have personalized answers for complicated queries (Maurice Hage Obeid et al, 2017). Indeed,
Millennials, who are globally defined as digital natives, prefer to pick up their phone to express their complaints when it is about complicated or urgent queries (John Hibel, 2017). In the case of Generation X, it is the same situation with a preference for a phone call instead of social media (John Hibel, 2017).

However, the past of call centers reminds to clients negative memories about their experience with endless waiting time, repetition, and wrong answers (Matthew Dixon et al, 2010). Besides, Greenberg, P. (2010), highlights other reasons why consumers are annoyed by call centers. These reasons are especially a lack of knowledge’s from the employee without empathy and none listening of the customer’s complaint. Additionally, call centers are threatened by last technologies as messaging app and chatbot, but also by voice-enabled assistant which becomes more and more similar to human voice (Maurice Hage Obeid, 2017). Nonetheless, despite the negative reputation of call centers, a McKinsey report (2017) highlights that "60 percent of customer-care leaders we surveyed are skeptical about eliminating inbound voice calls in the next ten years".

Consequently, even with the threat of last technologies, call centers with a human agent will still exist in the context of after-sales service. Meanwhile, today call centers tend to be local and improved with personal relationship with consumers. Indeed, a local call center should be able to generate consumers' emotions such as friendliness and trustworthy while avoiding frustrations (Angela Coyle, 2010). Besides, 56% of consumers have to re-explain their complaint to different interlocutors (Matthew Dixon et al, 2010). Hence, call centers should gather upstream personalized information about the consumer in order to avoid repetitions.

In addition, Jade Longelin (2016) highlights different improvements to implement in call centers as: Training a gent for additional knowledge, hence designates a unique and qualified employee for one consumer call and consequently reduce waiting time of the call for consumers. The company Apple is, besides, a successful example with an efficient call center, which embodies all required criteria by consumers (Henry T. Casey, 2018).

After-sales service in-store

Concerning the shopping experience in-store, consumers are even more wishing for a human-to-human interaction. They appreciate making their purchase in-store for the ability to "see, touch and feel" (In Moment 2017). The study In Moment (2017) also highlights that "a positive
experience with staff increases customer's satisfaction by 33 percent across all industries”. It means that companies should be focused on keeping human contact, even in-store, to keep providing a positive experience for consumers.

In addition, John Hibel (2017) highlights the necessity of human interaction for more convenience and a better experience in store. In the context of after-sales service, consumers are still interested in traditional channels and 14% of respondents prefer to go in-store for complaining with a human employee, after their purchase (John Hibel, 2017). Consequently, Human agent in call centers or in-store customer service is always wishing by consumers, more especially after their purchase.

In a nutshell, in one hand the typing conversation is often used for simple queries or complaints but is also able to create additional frustrations for consumers with the use of robots. On the other hand, call centers, used for more complicated or urgent complaints, are not always able to handle all customers' queries, who have high expectations. Consequently, instead of only thinking about last technology in one side or human voice interaction on the other side, businesses should think about a new solution: An Omnichannel strategy with last technology toward human being.

2.3.3 Technologies toward Human being

Previous literature argue about the benefit for consumers to have interaction, in one hand with the last technologies and in the other hand with human voice interaction. However, last technologies as robots could represent a source of frustration for consumers (Tommy Sandbank et al, 2017) as well as call centers (Sarah Hudson and al, 2017). Therefore, each of these solutions used individually do not create a positive experience for consumers, while generating additional frustrations to their initial complaints.

In addition, digital channels are often assimilated to robots, whereas human being is automatically linked to voice interaction with offline channels as call centers. In opposition to these previous theories about robots and call centers, Gregg Johnson (2017) highlights the prominence for global human interaction in customer support. According to this author, it is not about online or offline channels but about the role of global human interaction in customers' desires.
Consequently, this section is going to highlight the ability for digital channels to be assimilated with human being in a unique strategy: this solution would lead to an Omnichannel strategy. This theory will be supported by numbers about customers' desires and definitions of the real meaning of the Omnichannel strategy.

**Giving to customers the choice**

Customers appreciate having the choice of their channel for the after-sales service. Moreover, they do not like to start with robots on digital channels and continue with this solution to the end, in the context of customer care (Jorge Amar et al, 2017). On the opposite hand, they appreciate starting their complaint with digital and then having human interaction for more detailed explanations of their complaints. Indeed 86% of consumers want to have the ability to transfer to a human employee when the interaction becomes too complicated (Micah Solomon, 2017).

This fact is precisely universal in different countries as the United States (Micah Solomon, 2017), United Kingdom (Olive Keogh, 2017) or Europe (Jorge Amar et al, 2016) for example. Besides, the company Netflix is a relevant example regarding consumers' choice for channels in after-sales. Instead of offering several channels to complain, Netflix highlights only two channels, digital with chat and traditional with a call, which are working together or separately (Sanjay Dawar et al, 2016). With this service consumers choose the best channel according to their expectations.

By contrast, giving customers the choice between different channels of communication is not an easy task. The writer Thomas H. Davenport (1997) precisely highlights the delicate strike balance that companies have to control between human, technologies and their limits to each. But joined together, these both solutions could enhance customer satisfaction and hence loyalty (Nazim Hussain et al, 2011). Consequently, instead of thinking only about digital, we can make sure that digital can enhance human interaction (In Moment, 2017). That is exactly what the Omnichannel is offering. Giving choice to consumers while enhancing their experience through distinct channels of communication. But what would be the best alternative to enhance customer satisfaction today with last technologies and human being?
The Omnichannel solution between last technologies and human being

As seen in the previous section, consumers appreciate having a choice between channels of communication in after-sales service. Actually, 52% of consumers want to access customer service on multiple channels (Sanjay Dawar et al., 2016). This strategy is called the Multichannel strategy. The Multichannel is defined as "the design, deployment, coordination, and evaluation of channels to enhance customer value through effective customer acquisition, retention, and development." (Peter C. Verhoef et al., 2015, p2). This strategy has been developed with the apparition of digital channels and hesitancy of businesses to keep offline channels (Quansheng Wang et al., 2014). The Multichannel strategy offers benefits as the ability to reach new consumers and enhance customer loyalty (Scott A. Neslin et al., 2006). However, this environment with several channels is struggling to match with customers' expectations (Scott A. Neslin et al., 2006), and made the mistake to think digital first (Raffaella Bianchi et al., 2015).

Meanwhile, Michael Peterson (2010, p16) underscores that "Post-sale service should similarly offer seamless interactions via the customer's preferred interaction platform." This theory is rightly correlated to the Omnichannel strategy and not to the Multichannel strategy. Because using digital channel to enhance human performance is the main foundation of the Omnichannel strategy and would directly provide seamless interaction for consumers. In fact, the Omnichannel strategy is specialized to delete barriers between online and offline, because they are complementary (Peter C. Verhoef, 2015). Moreover, the Omnichannel is defined as able to provide "a seamless, connected and consistent customer experience across myriad channels" (Sanjay Dawar et al., 2016).

Thus, the Omnichannel is a relevant strategy to represent the idea of using digital channels for then having human being, one the same or on distinct channels of communication. With this strategy, digital can induce, for example, a mix of robots and human interaction on the same channel. The company iAdvize is a relevant example of their innovative process. Simon Robic, product manager at iAdvize, explains that the company iAdvize offers to other businesses the ability to begin a conversation with a chatbot robot and finally continue the typing conversation with a human expert specialized in a specific context (iAdvize corporate website). Customers complaints are consequently handled in first by a robot and then by a human agent only on digital channels.
Nonetheless, as customers appreciate to have the choice, they should also require to alternate channels of communication. The Omnichannel strategy is still a potential solution, in this context, because it can also induce a combination of distinct channels of communication. The company Apple, follows this strategy because they allow consumers to firstly indicate on their website their complaint with categorized information and a time slot for being called. Afterward, a human agent will contact consumers on their cellphone, according to detailed information gathered on their website, and handle their complaints with tailored knowledge. In fact, in this situation, consumers have the ability to start their queries with an online website and then change channels of communication with a human agent on phone.

The new IBM's project, LiveEngage is a similar example, with the main goal to give customer choice between efficient channels with the possibility to begin the two-way conversation by chatbot with a robot and then having a human agent on phone (Chris Vennard, 2017).

2.4. Literature Review Conclusion

The overall conclusion of the Literature Review emphasizes main issues about after-sales service process while answering these questions with theories in favour of technologies and human interaction. In fact, customers' complaints are a real challenge that companies have to face with the appropriate channels, which match with customers' expectations. Digital channels are, in one hand, largely used for simple complaints or queries. Whereas, in the other hand, human being is still appreciated by consumers, especially for complicated complaints.

Nonetheless, there is no unique solution for companies to enhance customer satisfaction, only one challenge: meet customer's requirements. Justly, according to author's theories, bring the AI world in the human world with a single system could be the future of after-sales service and required by consumers. But what is customer's view about this theory? Which kind of channels do customers use for complaining with businesses, in after-sales service? The Research Methodology section is precisely going to answer this sub-question.
Chapter 3 : Research Methodology and Methods
3. Research Methodology and Methods

3.1. Research Methodology Introduction

The Literature Review has emphasized several theories which fed the dissertation and gave insights for businesses. The after-sales service context has been largely investigated in order to understand the definition of some significant terms as after-sales, customer satisfaction/dissatisfaction, two-way conversation, and customers complaints. Afterward, the necessity of respecting customers’ expectations and handling customers complaints have been discussed for then, confront two main theory concerning channels of communication in after-sales service.

In fact, in one side, authors argued about the necessity to use digital channels for handling customers complaints. Whereas, on the other side, authors underscore customers’ expectations for a human agent. Regarding limits to each type of channels, the Omnichannel strategy has been evoked through exiting and current theories about the combination of digital channels and human being.

Consequently, the qualitative methodology adopted for the study aimed to discover customers' view about these previous theories with two significant objectives. Firstly, this dissertation aimed at gaining an understanding of the necessity for companies to handle customers queries, through the investigation of customers’ expectations when they want to complain and what channel do they prefer.

Afterward, the qualitative research methodology had permitted to collect deeper information about why customers appreciate digital or human being channels, for complaining and why, in contrast to digital first theory, do they still require a human agent. Hence, the human factor has subsequently been explored by consumers, in the case of the Omnichannel strategy.

Previous questions have been guided and illustrated by a critical realism philosophy, an inductive approach and a qualitative research strategy supported by semi-structured interviews. This research methodology has consequently permitted to answer to the research question: "How businesses should manage effectively their channels of communication, for handling customer complaints, in after-sales service? ".

3.2. Research Design

3.2.1 Research Philosophy

In order to answer the previous research question, the dissertation has intended Primary research with Realism Philosophy. The Realism Philosophy is a mix between Positivism and Interpretivism because of the importance of external reality and social process, which affect individuals behaviors (Alan Bryman, 2015). This philosophy insists on explanations for external factors and the necessity to investigate these facts with a qualitative research method (Rana Sobh, 2006).

Besides, this study has followed the Realism philosophy and more especially the critical realism. In fact, the critical realism illustrates the theory that the word is constantly changing and there is one and unique reality but with multiple interpretations (Steve Fleetwood, 2013). Critical realism would be able to illustrate " a more nuanced version of realist ontology " (Markos Zachariadis et al, 2013).

This philosophy was compatible with the study's topic because it implied social sciences with external factors, which are able to influence consumers behaviors in the context of after-sales service, with positive or negative feelings. With the critical realism philosophy, this dissertation was concerned by the idea of analyzing and interpreting social process with benefits and disadvantages provided by each solution, as technologies and human being channels.

3.2.2 Research Approach

According to the philosophy choose for the research methodology, the research approach for this study was the Inductive approach. The Inductive approach is often generalized from the specific to the general and induces untested theory (Sanders et al, 2015). Indeed, the research started with detailed information about respondents, gathering through qualitative method. These formations were then classified by themes and developed as theories or generalizations. Main theories refer, in addition, to the literature review about the same topic (Creswell, 2013). Besides, Georges W. Creswell (2013) defines the Inductive researcher as someone who uses respondents' views for creating themes and connect them with theory.

Meanwhile, the Deductive approach has not concerned this dissertation because of the rigidity of the method, which would not provide alternatives explanations and understanding about
generated theories (Saunders et al, 2009). Precisely, the Inductive approach has provided these previous benefits with an understanding of: the customers' significance for after-sales service, the meaning humans appreciated to the channels of communication for expressing their complaint and their view about the Omnichannel strategy.

3.2.3 Research Strategy

The Research Strategy is defined as "a general orientation to the conduct of social research" (Alan Bryman, 2015). Concerning this study, the general orientation of this dissertation has been to understand what was real customers' expectations in after-sales service and which channel do they use for expressing their complaints. Then, from this information, the Omnichannel strategy has been discussed in order to analyze customers’ reactions.

Thus, in order to investigate evoked fact, the research strategy used for this dissertation was an explanatory strategy. Indeed, the explanatory strategy is defined as research which aims to understand a problem and establish a link between two or more variables (Saunders et al, 2009). Besides, the explanatory strategy induces Qualitative method and more especially semi-structured interviews (Sanders et al, 2009). Consequently, with this research strategy, consumers expectations have been largely investigated and correlated to the choice of channels of communication for their complaint, with their benefits and limits to each.

Qualitative Research Method

In fact, this dissertation used Qualitative data in order to explore and understand the meaning behind numbers for humans problems (John W. Creswell, 2013). The Qualitative method emphasized how individuals interpret their social world with a generation of theories. (Alan Bryman, 2015). Moreover, according to Lee et al, (1999) qualitative data are also useful for "theory generation, elaboration, and even testing", in the goal to inspire other professionals. Hence, qualitative data have permitted to avoid preconceived idea about customers’ expectations in after-sales service, with deeper investigations.

Indeed, in the context of after-sales service, there are several reports about numbers of peoples who prefer to use technologies in one hand, and human interaction in the other hand, in their shopping experience. However, these reports forgot to provide a deeper understanding of
"what" channel of communication consumers use and " why " do customers use a digital or offline channel when they want to complain especially. Or " why " consumers require a human agent in their after-sales service for example. Thus, this study has collected qualitative information to complete these reports and to gain an understanding of real customers habits and expectations, in the context of after-sales service.

In addition, these qualitative data were narrative research, with a study of consumers lives and their stories about their experiences with customer support. But also, phenomenological research which describes per participant lived experiences about a phenomenon (John W. Creswell, 2013). With this information, the dissertation was able to investigate which solution would be best to avoid additional frustrations, according to customers' view.

**Semi-Structured Interviews:**

With the aim of collecting qualitative data about consumers behaviors, in the context of after-sales service, this study used the method of Semi-structured interviews. The methodology of interviews means to establish a discussion between two peoples or more with open questions (Saunders et al, 2009). Moreover, interviews induce two distinct types of conversations: structured or unstructured conversation. Nonetheless, there is also an intermediate type of conversation, which concerned the dissertation: semi-structured interviews.

This research method is seen as an unstructured conversation because of questions' change between two interviews, according to the flow of the conversation. Indeed, semi-structured interviews imply broader questions which are classified by themes and analyzed with the qualitative method. In addition, semi-structured interviews, for this dissertation, have been done individually and through different types of formats as: Face to face interviews, telephone interview or electronic format. Respondents had, thus, the ability to explain and build their answers during the interviews.

In contrast, to survey with the quantitative method, semi-structured interviews brought additional benefits to this study. For example, this type of interviews induced more personal contact and researcher's control, which permits to keep the respondent concentrated during the entire interview. Meanwhile, semi-structured interviews have been useful for this study because of their ability to investigate in depth phenomenon and extend some basic questions (Hamza
Alshenqeeti, 2014). Blandford Ann (2013), additionally, underscored that semi-structured interviews are the best alternative to investigate in-depth peoples' experience and expectations.

Moreover, semi-structured interviews' flexibility, in contrast to structured interviews, was also appreciated by respondents because of their limited ability to self-report facts concerning their own habits (Blandford Ann, 2013). As semi-structured interviews permitted to progressively add questions to the checklist, consumers were, in fact, more comfortable during interviews.

Consequently, this type of qualitative research method has provided to this study in-depth findings of customers' expectations and habits, in the context of after-sales service, thanks to its flexibility to progressively add questions and then extend respondents' reflection.

3.3. Population and Sampling

For some research question, the dissertation has the ability to collect information from the entire population. Nonetheless, in the case of this essay, the research question was looking at the quality of some respondents' answers, in contrast to the number of their answers. Thus, achieving a sample for the collection of qualitative data was significant and have been done for this dissertation. The sample is divided into two sections: probability sample and non-probability sample. This essay was especially interested in the non-probability sample which is defined as based on researcher's subjective judgment, in contrast to the probability sampling, which uses statistics for the selection (Saunders et al, 2009).

3.3.1 Semi-Structured Interviews sampling:

Meanwhile, the non-probability sampling for semi-structured interviews, have been done with purposive sampling. Indeed, the purposive sampling permit to the researcher to select respondents according to his judgment and potential information provided by each case (Saunders et al, 2009). In addition, the purposive sampling was achieved with a focus on in-depth. This type of focus induces sub-section with a homogeneous population and with deeper information about each respondent.

The focus on in-depth was relevant for this research method because the purposive sampling has been done with a homogeneous population who were consumers who complained about
service failure, in after-sales service. The selected population for semi-structured interviews was consumers aged between 22 and 59 years old, male and female confounded. These respondents came from France in order to make contact in an easy way through the researcher’s network. Then, the researcher was able to highlight customers' desires and habits in the use of channels of communication, in the context of after-sales service, in France.

Concerning the sample size, a small sample is more efficient than a large sample with an Inductive approach (Saunders et al, 2009). Besides, the sample size for a non-probability and purposive sampling is globally reduced under ten respondents. In fact, Saunders (2009) underscores that a purposive sampling is globally done with twelve respondents or less. Moreover, George Creswell (2013) highlights that the explanatory strategy, with a narrative and phenomenological research, globally implies a small sample size of ten respondents for semi-structured interviews.

Consequently, semi-structured interviews have been achieved with a non-probability and especially a purposive sample with a focus on in-depth. The number of respondents estimated for this dissertation was eight respondents maximum. From all previous information about the respondents' sample, the following table illustrates the list of eight respondents selected for semi-structured interviews.

<table>
<thead>
<tr>
<th>Interviewee Number</th>
<th>Gender</th>
<th>Age</th>
<th>Professional situation</th>
<th>Homeland</th>
<th>Similarities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewee 1</td>
<td>Female</td>
<td>24 years old</td>
<td>Retail France Manager</td>
<td>Paris</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 2</td>
<td>Male</td>
<td>23 years old</td>
<td>Student</td>
<td>Bordeaux</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 3</td>
<td>Male</td>
<td>24 years old</td>
<td>Student</td>
<td>Saumur</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 4</td>
<td>Female</td>
<td>29 years old</td>
<td>General dentist</td>
<td>Metz</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
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<td>Female</td>
<td>57 years old</td>
<td>Employer in a perfume shop</td>
<td>Nevers</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 6</td>
<td>Male</td>
<td>54 years old</td>
<td>House seller</td>
<td>Nevers</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 7</td>
<td>Female</td>
<td>48 years old</td>
<td>Home childcare</td>
<td>Toulouse</td>
<td>Consumer who use after-sales service</td>
</tr>
<tr>
<td>Interviewee 8</td>
<td>Male</td>
<td>50 years old</td>
<td>Farmer</td>
<td>Angers</td>
<td>Consumer who use after-sales service</td>
</tr>
</tbody>
</table>
3.4. Data Collection Procedure

Concerning the implementation of semi-structured interviews, this latter is considered as intrusive and need a structured collection of data (Saunders et al, 2009). The framework for this collection of data has been organized around different steps:

**Semi-Structured Interviews collection**

1) **Preparation with the collection of detailed information**
   Before the beginning of semi-structured interviews, the researcher needs to collect detailed information about each respondent, in order to reassure them and avoid repetitions and lack of time during the interview.

2) **Making contacts with respondents**
   For making contact with participants, the researcher used her own network in France in order to reach homogeneous respondents in an easy and purposive way.

3) **Choose an appropriate place for the interview**
   Saunders (2009) highlights the necessity to choose a pleasant and comfortable place for the respondents, in order to establish a relaxing atmosphere. In the context of this dissertation, semi-structured interviews have been done in face to face in the researcher's house or in respondents' house, or by Skype if the distance was too significant.

4) **Problem definition and research problem**
   Before the beginning of the semi-structured interview, the researcher clarified some points as the topic of the dissertation, how data are going to be collected and analyzed, remain main rules of confidentiality and states which kind of understandings the researcher was hoping to gather. Participants agreed to the recording only if recordings were directly deleted after the interview was transcribed. This step had reinforced respondents' confidence to start a conversation and having a relevant interview.

5) **Clarify main and open questions and classify these questions by themes**
   Semi-structured interviews imply a large choice of open-ended and complex questions, which were organized by significant themes, directly linked to the Literature Review. The design of
open-ended questions was useful in order to avoid bias and collecting deeper information. Besides, questions have been designed in a simple way and without double questions at the same time. After each main question, the researcher added some sub-questions to explore global answers with more detailed information, and investigate explanations provided by respondents. Finally, the researcher was doing a summary of the answer and then looked for an agreement with the respondent.

6) **Leading the interview with an attentive listening**

The researcher's position, as the interviewer, was to ask main questions to respondents and then listened to them. According to their answers, the researcher asked additional open-ended questions, in order to get probe statements and develop their initial answer.

7) **Recording Face to Face interview with a microphone and transcribing subsequently**

Semi-structured interviews have been audio recorded in order to improve the attentive listening of the interviewer during the interview. Each interview lasted about one hour and a half per respondent. The researcher transcribed each interview directly after the meeting and deleted audio recorded after that.

### 3.5. Data Analysis

Once the collection of data was done, their analysis was depending on the strategy chosen. The qualitative approach induces distinct types of analysis, whose the Thematic analysis. The Thematic analysis was, in fact, relevant for the dissertation with the idea to classify and analyze all qualitative data by main themes.

**Qualitative Thematic analysis:**

The thematic analysis is a generic qualitative data analysis with theme and sub-themes, qualified as categories, which provide to the researcher theoretical understanding linked to the literature (Alan Bryman, 2015). The Thematic analysis induces to code all qualitative data and then highlight expected or unexpected findings. To run this method of analysis, this dissertation has followed the next process (Alan Bryman, 2015):
1) Transcribe and prepare all information recorded
Through qualitative data with semi-structured interviews, all content has been read and directly transcribed from audio or note on the computer.

2) Read all qualitative data collected while taking notes
The researcher was doing a summary for each individual interviews of participants to retain the most important.

3) Start coding by theme with opening coding
Opening coding means "expressing data and phenomena in the forms of concepts" (Uwe Flick, 2009). Hence, data begin to be segmented as meanings with attached concepts in order to give several names to small parts of texts (Alan Bryman, 2015).

4) Select and Classify many codes in themes while naming themes in order to include a large part of qualitative data
With various codes, the main goals have been to find common elements and classify these codes in the main themes with high order to organize the reflection. Through semi-structured interviews, all information was segmented between theories as consumers expectations, consumers' choice of channel for complaining: human to a robot or human-to-human and the potential solution with the Omnichannel strategy.

5) Highlight connections between themes
Once themes were selected, the interconnection between them would create synergies between interviews and literature parts. In the context of this dissertation, consumers' views about their use of channels of communication, and main theories about digital and human being channels have been correlated.

3.6. Ethical issues
In the case of this dissertation, ethical issues have been essentially the invasion of privacy. Even if semi-structured interviews are a relevant way to have personal information, it could also generate tensions and discomfort for respondents. Some participants could feel that some questions were too much intrusive because of the need for their age and private information in their shopping experience. Additionally, some questions induced the names of some large companies, which could frighten participants about the privacy of their answer.
Besides, interviews have been audio recorded, so it was an additional discomfort point. Thus, the researcher informed respondents about their right to privacy and give them a brief introduction about the dissertation topic and sample of questions which would be asked to them. The researcher also gave them an information sheet and then an informed consent sheet to be sure of their comprehension for the dissertation topic and their agreement to be audio recorded. Moreover, the researcher made the promise to delete audio recorded files without giving them to someone else.

3.7. Limitations to the Research

Principals limitations identified in this study were a limitation of time and sample size. Concerning the limitation of time, as the research methodology of this study induced semi-structured interviews, it was difficult to make an appointment with several participants. Consequently, the sample size has been limited to eight respondents regarding the short time available. Because of the distance for some respondents, appointments have been done with Skype or by phone. Nonetheless, given that some respondents lived in the countryside, the connection was performed with bad quality. Additionally, semi-structured interviews induced transcription of all interviews and then a translation in English. This step means a lot of time for the researcher, in addition to other tasks to do for this study, in a given time.

3.8. Research Methodology Conclusion

In a nutshell, the Research Methodology with a qualitative approach has provided deeper investigations about significant parts of this study. Indeed, theories about customer dissatisfaction, customers' expectations in after-sales service, and which channel do they want to use for complaint, were significant sections which required to be investigated in a deeper way.

Consequently, the qualitative methodology with semi-structured interviews has induced the organization of eight individual meetings, which lasted on average one hour and a half. Concerning selected respondents, they were consumers who used after-sales service, came from France and were aged between 22 and 59 years old.
These interviews have permitted to collect specific and deeper information about theories. But also investigating new phenomenon, directly linked to customers’ expectations and habits, in the context of after-sales service. Hence, this framework has deeply investigated the entire picture of customers’ expectations, in after-sales service.
Chapter 4 : Data Analysis/Findings
4. Data Analysis / Findings

4.1. Data Analysis / Findings Introduction

As mentioned in Chapter 3, the qualitative research methodology induced the realization of semi-structured interviews, in order to provide reliable findings in this study. This section gathered and presented all qualitative data collected through semi-structured interviews, conducted with eight participants. These eight respondents have been questioned and have provided a variety of answers according to the list of questions. Findings are notably highlighted with a descriptive and narrative approach, through quotations, in order to tell each story furnished by respondents.

Besides, in addition to quotations, the result of these findings has been illustrated through percentage to give a global order of idea regarding the reduced number of participants. Meanwhile, semi-structured interviews induced, sometimes, several and additional questions. Hence, only significant questions have been retained in this section. This part is consequently going to highlight the main questions of semi-structured interviews and respondents’ answers, illustrated through percentage and quotations provided by each consumer.

4.2. Customers significance for after-sales service

4.2.1 Customers allow significance for after-sales service

At the beginning of the interview, respondents have been asked if after-sales service was significant for them. The result has disclosed that 100% of respondents allow significance to after-sales service. The interviewee 2 says that "Yes it's important ", as the interviewee 8 who states that " This is significant because without after-sales service we would have no way of knowing how our product works or finding a solution in the event of a failure".

Moreover, of over eight respondents, some of them have shown distinct degrees of importance as the interviewee 6 "A company that does not have an after-sales service for me cannot market [...] it is inseparable from the creation of a company, you have to have an integrated after-sales service ". Consequently, eight respondents agreed to say that after-sales service is significant for them.
4.2.2 Reasons customers’ significance for after-sales service

Afterward, to the question "Is it important to have an after-sales service? If yes, why? If no, why not? ", respondents have explained why after-sales service is significant for them. In their answers, they explain what is the purpose of the after-sales service, according to them. Some of these explanations have been built on the same theories, and other answers have been isolated in order to understand all types of respondents' answers.

The result especially disclosed that 75% of respondents strongly agreed to define after-sales service as able to solve problems that occurred after the purchase with a product or a service. In addition, the Interviewee 3 states that "After-sales service is significant because it allows establishing a dialogue with the company ". Thus, on eight respondents, 75% assimilate after-sales service to an indispensable solution which solves product or service failure. While 25% of respondents have provided distinct answers.

4.3. Key factors of successful and poor after-sales service

4.3.1 Key Factors of successful after-sales service

The list of factors for successful after-sales service

From semi-structured interviews, the researcher wanted to know key factors of successful after-sales service, according to consumers' views. Consequently, eight participants have provided a list of eight factors. Among these eight factors, five of them are distinct without similarities. Respondents have distinctly evoked the necessity for companies to provide a Free after-sales service, a need for Effectiveness, the Two-way conversation, Company's accessibility and the Comprehension of language and complaint.

Indeed, the interviewee 6, for example, defines the efficiency "As for efficiency, it means for me to have the right person at the right time who provides the right solution ". Whereas, the necessity for company's accessibility is explains by the interviewee 3 as "Then I would say the ease of access, which means the visibility of the tools and the fact that the company is accessible with appropriate communication channels ". Moreover, the interviewee 5 explains the
comprehension of the language "It is important that I can understand my interlocutor, which is not at all the case given the multiple accents of some agents ".

**Key factors for a successful after-sales service**

All in all, eight respondents have provided eight factors. In the previous section, only five factors have been evoked because three other factors are similar in almost all respondents' answers. They classified these three last factors in the same order with the question "Can you rank these factors according to the importance you give them?".

Concerning the first factor of successful after-sales service, 75% of respondents have answered the Reactivity. The interviewee 6 notably highlights that "Responsiveness is crucial for an after-sales service because when you need information on a product you have just bought [...] it's humane to want it to go fast ".

For the second factor, the respondent's answers are not so unanimous with a variety of results. The only similarities between two respondents is the factor about the Kindness of the agent. This second factor is defined by the interviewee 1 as "We want quality and the person to be attentive to our needs, especially when we have a problem".

Finally, 50% of respondents have evoked the necessity to speak with a qualified employee as of last factor successful after-sales service. The interviewee 5, for example, argues that "Then when I finally get a technician, he has to be able to guide me and help me out in the case of a defective product".

In a nutshell, from previous information, respondents have listed distinct factors of successful after-sales service. Nonetheless, main factors which have been evoked for the most and classified by priority are: Reactivity, Kindness of the agent and Qualified employee.

Besides, if a company succeed to provide these three factors, eight respondents have confirmed their ability to trust the company, renew their purchase in the same shop and apply a positive word of mouth around them.
4.3.2 Key factors of poor after-sales service

List of factors of poor after-sales service

In contrast to the part about key factors of successful after-sales service, it has been requested respondents to answer the question "What are key factors of poor after-sales service? ". Respondents have followed the same scheme than the previous section with a global list of factors of poor after-sales service. They especially listed five factors which are not classified in the same order. 25% of respondents evoked a Chargeable after-sales service, 13% argued about the One ways conversation, 38% about the Wickedness of the agent and 13% stated the Lack of effectiveness and lack of listening.

The interviewee 3, for example, is concerned by the one-way conversation induced by robots "The exchange is therefore blocked and one-way if the robot cannot understand my request ". While, the interviewee 7 is worried about the wickedness of the agent " The worst after-sales service for me first induces a cold welcome, namely not hearing the agent smile on the other side of the line ". Finally, the interviewee 6 describes the lack of effectiveness as " The lack of efficiency is the idea of contacting them and not having the right person, of being transferred from service to service before finding a solution ".

Classification of factors for poor after-sales service

This part is now dedicated to highlight what are the main factors of poor after-sales service. These three main factors have been deducted among eight respondents' answers and similarities in their classification's order.

Concerning the first factor, 90% of respondents have stated the Lack of Reactivity. The Lack of Reactivity is especially assimilated by respondents, to a time wasting. Indeed, the interviewee 3 states that "For me, the lack of responsiveness in a company is not an option today because I think that time has become one of the main priorities."

Subsequently, 35% of respondents strongly agree to classify the lack of comprehension as the second factor of poor after-sales service. The interviewee 3 underscores that "Lack of
understanding is a second important factor because for me the company must be able to find at least one solution to a customer's request or complaint."

Then, 25% of respondents classified in the third position, the Lack of qualifications for the employee. The interviewee 1 precisely emphasizes that "The lack of qualification of the agent who will refer me to someone else and who will transfer me from one person to another several time. This will irritate me and especially waste my time ".

Thus, the main classification, according to respondents' answers, for key factors of poor after-sales service is: Lack of Reactivity, Lack of Comprehension and Lack of Qualification.

4.4. Consumers’ reaction during service or product failure

Respondents have been questioned about their reaction if a company doesn't succeed to provide them efficient after-sales service. The result highlightes that 50% of respondents would directly leave the company. The interviewee 6 is especially affirmative in his answer about his desire to leave the company "So if a company can't give me what I want, I leave the company directly. Because for me after-sales service is very important, even as important as the product ".

Afterward, the other half of respondents, have stated their desire to first express their frustration to the company and then leave the company. Consumers under thirty years old notably express their frustration on the company's social media with negative commentaries. Whereas, consumers with more than thirty years old show their dissatisfaction to the company by phone or by email. This precisely the case of the interviewee 5 who tell "If the company has a consumer service I send them an email to complain about my experience with their after-sales service and I answer negatively to their satisfaction questionnaire."

Meanwhile, in answer to the question "With which type of product provider do you have the most problems when you want to complain? ", 90% of respondents have highlighted the negative aspect of Telecom societies.
4.5. Customers’ uses of after-sales service

As studied before, consumers can have distinct uses of after-sales service. Some questions have been asked to respondents and 75% have expressed their habits to use after-sales service, especially to complain about service or product failure. The interviewee 1, for example, argued that "Often it is due to a defective purchase or a problem with a product. I contact them to explain my problem and find a solution with them ". In addition, two other respondents have stated their habits to use after-sales service for looking for further information (Interviewee 2) or answer to satisfaction survey (Interviewee 7).

4.6. Consumers’ habit of using channels of communication to complain

4.6.1 Consumers use digital channels

Type of digital channels used by respondents

Within this sample, some questions have been asked to consumers about their habits in terms of channels of communication. Among eight respondents, 50% confirmed to use only digital channels when they want to express their complaint to the after-sales service. Among this previous 50%, 25% stated they especially use chatbot as channels of communication, as the interviewee 3 "Most often I use the chatbot, if the company has one, for a question of reactivity ". In the other hand, other 25% of respondents argued that they use the email as digital channels to complain. In this group of digital users, 75% are less aged than thirty years old.

Besides, on these four respondents, 100% of them says that if the chatbot or email is not available, they will appreciate using an offline channel as phone call "When I want to complain, most of the time I use email but when I have the choice and time, I use the phone" (Interviewee 7).

Advantages and limits of digital channels

In answer to the question "Can you describe your reasons for choosing this channel?", respondents have provided different benefits for each solution, however, some of them came out. Concerning the chatbot, 100% of respondents agreed to state that Reactivity and Instantaneousness are main advantages. Whereas, concerning the email, 100% of respondents evoked the Reactivity and 50% add the Gain of time "I like to use email to express my request
because it is a time-saving communication channel" (Interviewee 7). Thus, benefits of digital channels would be Reactivity, Instantaneousness, and Gain of time.

Concerning digital channels' limits, among 50% of chatbot users, 100% stated that the most significant limitation of this channel is its ability to generate functional problems, as well as a lack of human contact. "There is no longer the human factor and therefore no direct contact. I think it's a shame" (Interviewee 1). For the email, it is the same scheme with 100% of email users who find similarities with the impersonal aspect and the difficulties to access the email address of a company. The interviewee 4 notably underscored that "E-mails are also difficult to find among the many pages of websites and some companies do not even bother to respond to our requests". By comparing respondents' answers to the previous question, digital channels' limits are especially Functional problems, lack of human contact, not easy to access and impersonal channel.

4.6.2 Consumers use offline channels of communication

Type of offline channels used by respondents

After digital users were investigated, it is interesting to look the other half of respondents, those who argued that they use offline channels of communication to express their complaint. Among all offline channels and among 50% who use these channels, 25% have selected the in-store option, while the other 25% stated that they appreciate a phone call. As for example the interviewee 6 "I first use the phone to express my complaint". In contrast to digital users, 75% of offline channels' users are more than thirty years old.

Advantages and limits of offline channels

Concerning the benefits of offline channels of communication, respondents agreed about distinct advantages. The interviewee 2 make a list of some advantages for the in-store option "I prefer face-to-face because it allows me to negotiate with the person, to show them tangible, physical evidence such as a contract for example". Whereas, the interviewee 8 highlights other benefits for the face-to-face as the direct and free contact "She can't transfer me to another department. In addition, face-to-face is not overtaxed as with the telephone, it is a way to communicate without filters and in complete confidence."
The other 25% of respondents who appreciate the phone call option, evoked other benefits as the reactivity which has been stated, for example, by the interviewee 5 "The phone gives me a speed compared to an email for example where they will answer me after two days ". The interviewee 6 also highlights the ability to have a verbal and personal dialogue with a phone call. Thus, benefits of offline channels are globally illustrated through the idea of Reactivity, Human contact, Two ways conversation with direct contact and free aspect for the in-store option.

Concerning the limits of offline channels, 100% of respondents who use offline channels, agrees for one and significant limitation for them: Waste of Time. According to respondents, the cellphone or the in-store option induced a time waiting because of the lack of specialized agent in store or the wrong person at phone "The limitations of the phone are often the fact that you don't have the right person directly and that they don't know about my request " (Interviewee 6). For the phone, another limit has been highlighted by 100% of respondents: Chargeable channels. The interviewee 5 has illustrates this limit with a specific sentence "When you're at 90 cents a minute and you wait 20 minutes, it's expensive and it gives you a feeling of helplessness ".

4.7. Consumers’ need for human agent

4.7.1 Customers require a human agent to handle their complaint

Among all answers provided by eight respondents, the global finding is that customers require the human agents in their after-sales service experience. Some questions were asked about the necessity to have human being in after-sales service. The result disclosed 100% of respondents allow significance to a human agent and express their importance with different words as Really significant, Imperative, Indispensable, Primordial or even Paramount Importance. The interviewee 1, for example, argues that "This is very important to me because the human factor means that the person will no longer struggle to find a solution to my request ". While the interviewee 5 says that "I attach great importance to the human being ".

Besides, on eight respondents, 88% stated that would prefer a human agent to a robot if they want to express their complaint. For example, as the answer to the question "If you have the
choice, would you prefer a robot or a human agent to handle your complaint? Why? " the interviewee 4 tells "I would prefer a human agent because, in addition, the robots are far from being functional for the moment ". It is globally the same answer for all respondents because of functional problems with robots, their incapacity to understand all specific words in the human language and then a lack of comprehension of the complaint. The interviewee 5 is especially affected by this limit «The robot requires the use of specific keywords when I don't use the same words as it does. So, we're not going to have a two-way conversation ". While the interviewee 6 highlights the necessity for a verbal dialogue with human and claimed: "There is no substitute for speech ".

4.7.2 Human agent’s benefits, according to respondents

As the aim of this study is to find potential solutions for companies to manage their channels of communication, in after-sales service, it is interesting to investigate the role of the human factor in this section. Among eight respondents, 100% justify their significance for a human agent with a list of several benefits. All these benefits are different but there are similarities in their answers. 63% underscored that human is more able to understand the complaint, especially the interviewee 3 "I find it important to have a human being in the final stages of my application because he will understand and finalize my request more pertinently ".

Additionally, 50% of respondents answered as other benefits, the reactivity of human agent, "This is important because it allows a quick understanding of the problem " (Interviewee 2). Thus, human agent would be more able to quickly understand complicated complaints than a robot, according to respondents. Afterward, the human agent is also considered for 50% of respondents as a generator of feelings and trust. This is the case of the interviewee 7 who particularly emphasizes this benefit "It's essential because I have more confidence in humans than with a robot. In human contact, I will feel emotions just like the person opposite ".

Then, the human agent induces for 38% of consumers a peaceful two-ways conversation. According to these respondents, the two-way conversation is unthinkable without the human factor. The interviewee 6 rightly says "Because human contact makes it possible to have a dialogue with more particularly an oral communication instead of a communication through the keyboard".
In a nutshell, 88% of respondents have answered that human agent is the most important factor for them in the after-sales service and it's would be unbelievable to buy without "In addition, human contact is essential in our society" (Interviewee 6).

4.8. The Omnichannel solution: Technologies toward human being

4.8.1 The Omnichannel strategy: For or Against?

The last part permitted to analyze respondents' opinion about the Omnichannel strategy, regarding previous limits of digital and offline channels. First, respondents were asked their opinion about the idea to start a complaint with digital channels as email or robots for example and then having a human agent. 100% of respondents have positively answered the question. For example, the interviewee 4 is interested in this strategy because "I think this strategy would be really interesting [...] This strategy would bring me speed, fluidity and above all satisfaction if the human agent could solve my problem".

Besides, 100% of respondents would also agree to change their habits and to adopt the Omnichannel strategy. Nonetheless, participants would agree only if a human agent quickly manages their request and if the strategy is effective. For example, the interviewee 7 appreciates this strategy but "What is important is to have someone on the phone at some point, which makes my request important".

4.8.2 Advantages of the Omnichannel strategy

The following results emphasized the possible advantages of the Omnichannel strategy, according to the respondents' opinion. 75% of consumers have directly answered the Reactivity. "It would be a pleasure because with the robot I would be directly directed to the right service without error on its part" (Interviewee 5). This citation means that robots are able to bring reactivity to the Omnichannel strategy with directly the right person at the right moment.

Findings also underscored 63% of respondents highlighted that robot allow a better comprehension of the complaint for the agent. The interviewee 1 gave a relevant example of this situation "The bot would allow companies to be more responsive and organized. And then
we have a better chance of having a more specialized person who can answer us with the information adapted to our request".

Moreover, among all respondents, 38 % agreed that the Omnichannel strategy would also be able to generate a two-way conversation, thanks to the human factor "The robot would allow my request to be processed faster and the human would allow me to explain my problem with a real conversation" (Interviewee 8). Besides, the Omnichannel is seen by 25% of respondents as a free strategy "This idea would also be cheaper with better care and total customer satisfaction" (Interviewee 5).

In the end, 63% have confirmed the possibility of saving time with the Omnichannel strategy. The interviewee 4 highlights this previous fact "The most important thing is to save time instead of wasting it. This is precisely what this idea could generate, a daily time saving". Consequently, benefits of the Omnichannel strategy, according to respondents’ answers, are Reactivity with robots, Comprehension of the complaint with qualified employees, Two-way conversation with the human factor, Cheaper strategy and finally a Time-Saving.

4.8.3 Limits of the Omnichannel strategy

In contrast, in this part, respondents have been questioned about the limits of the Omnichannel strategy. 75% of respondents agreed to designate negative consequences if digital and human agent do not succeed to be structured. The interviewee 1, for example, says that "If on the company side the implementation is not optimal and poorly managed it can quickly become a cacophony between the means of communication". Moreover, among 75% of respondents, 25% of them are afraid of a bad comprehension of the request by the robot "Limits can be a problem with written interpretation with the keyboard for example. The robot or agent may misunderstand my request and then transfer me to the wrong person" (Interviewee 6).

Meanwhile, among eight respondents, 25% stated that they will be more exhausted with the Omnichannel strategy because "I will consider that my request will already have been targeted. So, I would expect to have a specialist directly in front of me" (Interviewee 7). Consequently, the Omnichannel strategy provides benefits for consumers but also potential limits as a cacophony and unstructured organization, a bad comprehension of the complaint with the bot and high expectations of the consumers.
Chapter 5 : Discussion
5. Discussion

5.1. Discussion Introduction

Discussion section has the main goal to clarify the link between primary's data findings evoked in Chapter 4 and theories, available in Chapter 2. This section also emphasizes the confrontation or validation between respondents' answers during semi-structured interviews and existing or new theories. Respondents who are consumers who use after-sales service made it possible to explore phenomenon or new theories. Moreover, in order to illustrate a reflective process and increase the validity of the research, this section is structured according to second objectives evoked in Chapter 1.

5.2. Underscore the necessity for companies to handle customers complaints according to consumers' significance

*Customers allow significance for after-sales service:* The primary data collected with semi-structured interviews have underscored that all consumers allow significance to the after-sales service. Meanwhile, Alain Patrick Ngae a Njama (2012) states that customers always expect, when they buy a product, to have a specific service destined to solve their problem with a product failure.

Indeed, during interviews, customers defined the after-sales service as able to solve problems that occurred after the purchase with a product or a service. The Literature furnishes distinct definitions of after-sales service, but M. Qasim (2012, p6) quotes the author Loomba (1998) who find similarities with this fact and defines the after-sales service as a "set of activities that ensures product availability for trouble-free use to consumers over its useful lifespan ".

Consequently, this first theory highlights the main aspects of after-sales service, which induce a problem with the product or service failure, which take place after the purchase and which finally find a solution.

*Customers use after-sales service to complain:* Respondents have affirmed in Chapter 4 that they essentially use after-sales service to express a complaint. Carlos Santos (2016) underscores the theory that after-sales service is divided into three functions: satisfaction survey, providing further information about the product and handle customers complaints. Hence, consumers have the choice between three distinct possibilities when they use after-sales service, yet they
especially use it to express their complaint. Besides, Bill Donaldson (1986) confirms theseesults with the theory that handling customers' complaint is the main function of after-sales
service.

**Customers satisfaction in after-sales service:** As studied in Chapter 4, primary research's
findings have revealed that consumers express their satisfaction, in after-sales service, with
their trust, their loyalty and a positive word of mouth around them. They also answered
positively to a satisfaction survey. Consumers' satisfaction is, meanwhile, defined through
repetitive purchase in the company and then a word of mouth (Jan Kietzmann et al, 2018).
Besides, the direct link between customers' satisfaction and loyalty is able to generate profitable
profits (Chris Fill, 2016).

Consequently, this section discloses the necessity for companies to handle customers' complaints because: The high level of significance of consumer for this service, their habits and
use of after-sale service especially to express their complaint; and possible advantages for
companies as customers' satisfaction, which generate profitable profits over years.

### 5.3. Clarify what customers’ expectations are in the context of after-sales service

Nonetheless, before to succeed to generate customer satisfaction with the after-sales service,
it's indispensable to investigate customers' expectations in that field.

**Reactivity, Kindness, and Qualifications:** Precisely, the primary data collected highlights that
customers, when they want to complain about a service failure, expect to have three significant
and classified factors of successful after-sales service. These factors, considered by consumers,
are the Reactivity, the Kindness of the agent and Qualified employees.

The literature supports one of these factors which is the need for speed answer (Smith et al,
2009). In addition, Alain Patrick Ngae a Njama (2012) states that the friendliness and
qualifications of the agent are required by consumers, especially when they want to express a
complaint. Smith (2009) also joins other respondents' factors as the accessibility, human
contact, and comprehensiveness of the complaint. Hence, respondents' answers are ideally
correlated with existent authors' theories.
Lack of Reactivity, Lack of Comprehension, and Lack of Qualification: During interviews, respondents agreed about three main factors, which can refer to poor after-sales service. These factors are especially the Lack of Reactivity, Lack of Comprehension and Lack of Qualification. In fact, previous consumers' factors of successful after-sales service are not always taken in consideration by companies (Matthew Dixon et al, 2010).

Consequently, consumers are able to identify these negative factors according to past experiences (P. Kotler, 1994). The lack of reactivity is defined by respondents as a waste of time, as the author Alain Patrick Ngae a Njama (2012, p43), who states that "In fact wasting time when a failure occurs is not what customer want ". This theory is also effective for the lack of comprehension of the complaint, induced by untrained employees, who are not able to handle customers complaints and provide relevant solutions (Alain Patrick Ngae a Njama, 2012).

When consumers are dissatisfied, they choose to Exit or Voice: Chapter 4 has emphasized another significant fact in consumers behaviors: their habits to leave a company or firstly express their frustration and then changing of a service provider. This result is correlated with the Hirschman's theory (1970), quoted by Scott Gehlbach (2006), who highlights two solutions for consumers when there is service failure: The Exit or the Voice solution. The Exit solution induces that consumers give up the idea to complain before to leave the company. Half of the respondents, during interviews, have precisely expressed their reaction and habits to change of companies. Besides, the Accenture report (2016) supports this fact with 55% of consumers who change of companies because of their incapacity to handle their complaint. This solution leads to what is called customer defection (Leila Boroumand, 2006).

Nonetheless, the other half of respondents state that they prefer to in first express their frustration and then leave the company. Indeed, Sabharwal (2010) argues that when there is a problem with a product, consumers follow this scheme to first use their voice and then exit the company. During poor after-sales service, respondents have effectively expressed their dissatisfaction through emails or satisfaction survey but also through social media. This last channel is seen as hazardous and uncontrolled for companies when it is about customers frustration because it can generate a negative and public word of mouth (ORACLE, 2012). Besides, a dissatisfied consumer is not obliged to remain in the same state of mind indefinitely. Priyanga Gunarathne (2018), precisely emphasizes that if a company succeed to transform a
dissatisfied consumer in a satisfied one, this would generate a profitable benefit: Customer loyalty.

5.4. Classify major channels of communication, used by consumers for expressing their complaints, with their benefits and limits

**Customers use digital channels:** Primary data collected in Chapter 4 have underscored that 50% of respondents stated that they use digital channels to express their complaint in after-sales service. Digital channels are effectively used by consumers for simple queries or to express their complaint (John Hibel, 2017).

Among all digital channels listed in Chapter 2, collected results highlight a channels preference for chatbot and emails. Concerning the email, respondents have especially underscored as benefits the reactivity and the gain of time induced by this channel. The literature also comes in addition with other advantages of the email as the possibility to write tailored and detailed messages (Octopus Tech, 2017).

Concerning the chatbot, this channel is defined by participants, as reactive and instant. In addition, the Global Customer service survey report (2018) emphasizes that customers prefer to use chatbots, especially when they want a speedy answer. As other benefits of this channel, Eleonora Kurilchik (2017) argues that chatbots are able to provide a real one-on-one conversation with consumers. Hence, according to all benefits evoked by respondents and by Chapter 2, digital channels offer several advantages for consumers as the Reactivity, Instantaneousness, Gain of time, tailored and one-on-one conversation.

**Consumers use digital channels but with difficulties:** Indeed, digital channels are often used by consumers and sometimes more appreciated than offline channels. But they also present significant limits for consumers. For example, as studied in the Findings section, respondents emphasized that chatbot are not yet optimal with functional problems when it is about a robot. Tommy Sandbank (2017) agree with this limit because of the difficulty for robots to understand the human word and to answer as a human would do. Besides, the Global Customer service survey reports (2018) that chatbots are indeed used for simple queries but directly give up by consumers when it is about a complicated request and because of the time waiting for having an answer. Meanwhile, primary data revealed similar limits for emails which can appear as impersonal, difficult to access and give the opportunity for companies to never answer to a
complaint. The author Narendra Gupta (2013) advises yet the necessity for companies to handle emotional email in order to avoid negative consequences as customer defection.

In a nutshell, consumers appreciate, in one hand to use digital channels for their reactivity and instant aspect. But, on the other hand, even if chatbot entertains them or email induce detailed complaint, these channels of communication have also their limits as the lack of reactivity and lack of comprehension for example.

**Customers use offline channels of communication:** As studied, half of eight respondents use offline channels to communicate with after-sales service. Some of them argued that they use the cellphone, whereas others emphasized their preferences for the in-store experience. This fact is supported by Jonjie Sena (2017) who states that 65% of peoples prefer to contact a company by phone call rather than digital channels; and John Hibell (2017) who underscores that 14% of respondents prefer to go in-store for complaining with a human employee, after their purchase. These theories came rightly in contrast to Blake Morgan's theory (2016) about the idea that digital is the only way to generate customer satisfaction.

Concerning the benefits provided by each offline channels of communication, respondents answered essentially the Reactivity and the verbal dialogue. Tom Jacobson's theory (2016) is correlated with these findings because this latter precisely highlights that human voice is required by consumers in order to have a quick answer, a solution to their problem and detailed advice. Thus, the human voice is a necessity for consumers in order to have a two-way conversation and a real verbal dialogue.

In addition, Chapter 4 highlights that the in-store experience allows consumers to negotiate, show physical proof and have a direct, free and personal contact with the employee. Meanwhile, the study In Moment (2017) highlights benefits for companies to offer interactions with human employees as the growth of 33% of customers' satisfaction.

**Consumers use offline channels but with difficulties:** In the primary findings, it has noticed that respondents agreed about one significant limit for offline channels: Time wasting. Due to a lack of specialization of employees and the wrong person at phone, consumers have the feeling to be powerless. The literature, in addition, highlights distinct limits which participate to the time wasting, evoked by respondents, as endless waiting time, repetition with different
persons at phone and wrong and unknowledgeable answers provided by the agent (Matthew Dixon et al, 2010).

Moreover, Linda Jane Lopez (2013) underscores another limit for offline channels, the last technologies. Indeed, the voice-enabled agent could create additional frustrations for consumers without human contact.

**Despite offline channels’ limits, consumers still use cellphone:** As studied in the Findings section, consumers, even if they use digital channels in first, would prefer to use the cellphone for expressing their complaint. It has indeed notified in the literature that call centers are still considered by consumers as the first solution in order to have tailored answers, especially for complicated queries (Maurice Hage Obeid et al, 2017). In addition, Millennials, who are considered as digital first, express their desire to use the cellphone to contact after-sales service, especially when it is about urgent complaint (John Hibel, 2017).

In summary, even if some theories argued about the necessity to use digital channels, in the context of after-sales, consumers still require offline channels of communication, especially the cell phone, to express their complaint. However, the time wasting due to the endless waiting time and unknowledgeable agents is also a significant limitation for respondents.

The overall conclusion of the consumers' use of channels of communication, respondents and author's theories have shown distinct benefits and limits for each channel. In terms of habits of use, respondents are divided between digital and offline channels. In addition, the Sitel group report (2018) provides other numbers, which underscore that 28% of consumers prefer to contact a brand on a phone, whereas 25% of consumers prefer to use emails. Hence the majority is in the offline channel's side. But, offline channels are especially used for one reason: The human factor.

**5.5. Collecting information about customers' desires for a human agent during their process of complaint**

**Customers require human agent:** As evoked before, 100% of participants stated that they require a human agent in their after-sales service. In the previous section, results proved that consumers are attached to human voice interaction with cellphone or in-store experience. Nonetheless, in this part, the need for a human agent, in its totality, is emphasized through different theories as with Gregg Johnson (2017).
This latter insists about the necessity for companies to keep in mind that human being is always significant for consumers. The literature is correlated with this result because, consumers are looking for human interaction, especially after their purchase (Sanjay Dawar, 2016). In contrast, the negative consequence, if companies don't integrate human agent in their after-sales service, is a consumer's frustration and then dissatisfaction (Nicola Brookes, 2014). While Micah Solomon (2017), emphasizes the indispensable nature of digital channels, these previous theories contradict the idea that consumers now think digital first.

**Human agent's benefits:** Primary findings emphasized, in parallel, benefits of a human agent in after-sales service, according to respondents' views. Participants have notably evoked that human being is more able to understand the complaint in a reactive way. In addition, participants have also stated that human being is a generator of trust and positive feelings, as well as indispensable for having a two-way conversation with verbal dialogue. The Literature comes in support with other benefits as the ability for human agent to provide in live solution, adapted to the consumers, and to create a personal dialogue with reactivity (Christoper Elliott, 2018).

Besides, it has also been noticed that consumers prefer to deal with a human instead of a robot. The Findings section has highlighted that respondents appreciate contacting a human, especially when it is about complicated queries. Indeed, due to functional problems of chatbot, as the lack of comprehension and answer, 70% of consumers prefer to deal with human instead of bot (Sitel Group report, 2018). Nonetheless, human being has also its own limits as the fact they are either adapted to all queries as a simple request because they are too long and less available than bot (Global Customer service survey report, 2018). Besides, sometimes, human can have the same limit that chatbot: the impersonal aspect. For some of employees, they read their script and sometimes act precisely as a robot without empathy (Christoper Elliott, 2018).

In a nutshell, in contrast to all theories about digital first, consumers still require human agent when they want to express complicated queries or a complaint. They notably appreciate with human agent their reactivity, their ability to understand the complaint and provide an in live solution. Their empathy through a verbal dialogue is, in addition, required by consumers. However, these human agents can also become the opposite of these previous benefits, while adopting a robot behaviour, or being insensitive and unknowledgeable. Consequently, primary
results and the literature have furnished a new phenomenon which could be a potential solution for consumers: The Omnichannel strategy.

5.6. Highlight and investigate a potential solution for businesses to manage their channels of communication: The Omnichannel strategy

Customers appreciate the theory of the Omnichannel strategy: Finally, through semi-structured interviews, 100% of respondents were agreed for having the Omnichannel strategy in their after-sales service. Besides, consumers would be motivated to change their habits in the channels of communication's use, only if a human agent quickly manages their request and if the strategy is effective.

Michael Peterson (2010, p16) justly emphasizes the necessity for after-sales service to offer "seamless interactions via the customer's preferred interaction platform". This argument is directly correlated to the real definition of the Omnichannel strategy, which is defined by Donald Carroll (2015), as a unique channel with several touch points, which offer to consumers a seamless, connected and coherent experience.

In addition, the Omnichannel strategy is defined through the combination of the digital channel and human agent in this unique channel. Robots, thus, would allow the human agent to be quickly informed about the complaint of consumers and gathering previous information evoked between consumers and bot. This strategy justly avoids traditional customers' frustrations as repetitions or transitions from service to service (Christopher Elliott, 2018).

The Omnichannel's benefits with digital and human being: Consequently, with this combination, between digital and human agent, benefits of the Omnichannel strategy are numerous. Chapter 4 underscores an exhaustive list of benefits evoked by respondents. Significant benefits are, in one hand, the Reactivity and a better Comprehension of the complaint, provided by robots. And on the other hand, the two-way conversation which is furnished by the human agent and finally Saving time. These benefits are supported by theories as Donald Carroll (2015) who sates that the Omnichannel strategy offers to consumers instantaneousness and accessibility with chatbot and qualified employees who already knows the consumers even before the complaint.
Moreover, the two-way conversation, highlighted by respondents, is defined by the literature as the desire to exchange specific information about products or service (Chris Fill et al, 2016). Hence, results reveal that human being is automatically linked to the two-way conversation, whereas the bot is assimilated to the one-way conversation. Consequently, the two-ways conversation is required and require the human agent factor, to create a real dialogue for consumers.

Afterward, Peter C. Verhoef (2015) highlights a new benefit which is giving customers the choice, between channels of communication. Indeed, the idea of the Omnichannel strategy is to provide two channels which work together as a single one. Hence, the Omnichannel strategy blurred barriers between digital and human agent because they are complementary (Peter C. Verhoef, 2015).

Consequently, with robots and human agent combined, consumers have the choice among channels of communications and most important: They profit, in one hand, of all benefits induced by digital channels, and on the other hand, of all benefits induced by human being.

**Limits of the Omnichannel strategy:** Nonetheless, these previous benefits could also show their own limits. Findings section emphasized that the Omnichannel strategy could induce consumers' frustrations, if some of its principles were not respected by companies. Indeed, respondents have mentioned significant limits for them. The most important of which is notably a poor organization between digital and human being channels. If channels are not structured together, this would lead to a cacophony between channels of communication. The literature, in fact, highlights that companies are struggling to find the strike balance between human being, digital channels and their limits to each (Thomas H. Davenport, 1997).

Then, respondents also mentioned their apprehension concerning the poor understanding of the complaint by robots. As studied before, robots have functional limits and those one could be a source of additional frustrations for consumers. In the end, consumers express their high expectations for this strategy. If the Omnichannel theory is not effective, consumers would be even more dissatisfied than before. The author Sanjay Dawar (2016), explains that these high expectations are due to the human factor in the combination.
Hence, the Omnichannel strategy is fully accepted by consumers with several benefits at the end. The reactivity, a better comprehension, the two ways conversion, and qualified employees are advantages provided by, in one hand digital channels, and by human being on the other hand. Nonetheless, as studied in Chapter 2 and Chapter 4, these channels of communication should work together in an effective way, and meanwhile respectively improve their limits to each. Hence, the daily waste of time will only be a bad memory.

**Global Discussion Conclusion:** In a nutshell, this Discussion section emphasizes distinct results correlated to existing and new theories. Main findings and phenomenon are evoked in this part and answer to second objectives, presented in Chapter 1. These new theories are customers' significance for after-sales service - Consumers' expectations are primordial, and at the same time hazardous for companies, with positive or negative consequences - Consumers use digital and offline channels but are tired by all limits induced by each - Despite the idea of digital first, consumers still require human factor in their after-sales service - And finally consumers are interested in the Omnichannel strategy. This strategy allows the deletion and the improvement of all limits induced by digital and human channels. Consequently, what is the global conclusion of this dissertation?
Chapter 6:
Conclusions/Recommendations
6. Conclusions / Recommendations

6.1. Conclusion

The purpose of this research was to study how consumers use channels of communication in the context of after-sales service especially when they want to express a complaint. This topic was achieved even with the lack of theories about digital and offline channels in the case of after-sales service. The Literature Review and the qualitative research methodology notably permitted to answer to the research question of this dissertation: "How should businesses effectively manage their channels of communication to handle customer complaints in after-sales service?".

Firstly, the Literature review gathered several and distinct theories about existing and emergent findings. The theoretical framework was conducted around the definition of after-sales service with its benefits like customer satisfaction, loyalty, and profitable benefits. Nonetheless, the literature also showed the other face of after-sales service when companies decided not to take into account customers’ expectations. The result of this ignorance is the customer dissatisfaction which is hazardous for companies and able to generate negative word-of-mouth, direct frustration and then customer defection.

Consequently, the literature investigated the role of channels of communication in customer satisfaction/dissatisfaction with, on the one hand, digital channels and on the other hand, offline channels. Two main theories have come into confrontation with the digital-first theory and the habits for consumers to use offline channels like cellphones. Each of these channels was largely reviewed in order to emphasize the benefits and limits provided by digital and offline channels of communication. In addition, not to mention the type of channels of communication used by consumers, several authors argued about the necessity to preserve the human factor, especially in after-sales service.

Meanwhile, the main findings of this literature were the idea that none of these channels are able to generate plentiful customer satisfaction. Hence, the omnichannel strategy has been evoked in order to find a potential solution for consumers when they want to complain. The theory that digital and human being could work together is even more investigated through the qualitative research methodology. Consequently, the Literature Review section has especially
emphasized the after-sales service's history and the confrontations of authors' theories about digital and offline channels with their benefits and limits to each.

Secondly, the qualitative research methodology was dedicated this time to investigate consumers' views about these previous theories. Research methods were conducted through semi-structured interviews with eight respondents. These eight participants were consumers, male and female who used after-sales service in their daily life. Thanks to these semi-structured interviews, distinct and significant findings have been investigated and directly correlated to existing or new theories.

The Literature has effectively underscored several points about the definition of after-sales service and distinct channels of communication for consumers when they want to express a complaint. But the Discussion section generated new theories according to real customers' expectations. Customers have in fact expressed the necessity for them to profit of after-sales service, especially when they want to solve a problem with a product failure. By the way, customers' expectations for the after-sales service, induced Reactivity, the Kindness of the agent and Qualified employees.

In contrast, they illustrated a poor after-sales service with specific words like Lack of reactivity, Lack of Comprehension and Lack of qualifications from employees. In addition, previous theories about digital first have been investigated and highlighted that consumers are divided between digital and offline channels. Some of them appreciate digital channels for simple queries whereas others choose offline channels for more complicated requests. Besides, consumers insisted on their main advantage which is Reactivity but also on their limits to each namely the Waste of time, the Lack of answer and the Lack of comprehension with robots.

Thus, the Omnichannel strategy is greatly appreciated by consumers because of its ability to improve limits to digital and offline channels of communication. The benefits of this specific strategy are notably the reactivity provided by robots and the comprehension of the complaint by a human agent, thanks to the two-way conversation. Indeed, the human factor, which was refuted by some authors in the Literature, is still required by consumers, especially in the Omnichannel strategy. They, in fact, require the two-way conversation which is only available if a human being is present in the process of after-sales service. Consequently, the next Chapter about Recommendations will provide new insights for companies according to the previous information evoked in previous chapters.
6.2. Recommendations

Regarding the global conclusion and previous chapters evoked before, businesses still have a lot to do to satisfy customers.

Consumers' dissatisfaction is not taken seriously and their expectations are not considered by businesses in their strategies yet. However, taking customers' expectations into account is not new and universal for all domains combined. In the context of after-sales service, some recommendations are only reminders while others are emerging and even becoming urgent in the current society.

First, the most significant recommendation that companies should absolutely follow is the existence of after-sales service. Several companies still do not have a dedicated service to handle customers complaint, and this error is a generator of defection. Additionally, the previous reality about the importance of customers’ expectations is also meaningful for the after-sales service. This study has in fact highlighted that customers were still not satisfied with their after-sales service even after the progress made by businesses. Thus, in Chapter 4, businesses should, whatever the channel of communication, bring Reactivity, Kind and Qualified agent in order to provide a successful after-sales service to customers.

Secondly, as mentioned before, channels of communication play a significant role in customer satisfaction or dissatisfaction. In the case of after-sales service, this fact is even more true with the nasty habit of companies to prematurely use advanced digital channels. Indeed, robots are not functional enough and often generate the opposite effect. Besides, companies should keep in mind that offline channels like cellphones are still used by the majority of consumers. Hence, the second recommendation is based on the idea that customers should be given the choice between digital and offline channels, without imposing than one on the other.

Afterward, digital and offline channels are used by consumers according to their purpose and desire. Indeed, digital channels are used by consumers when they want to express a simple query whereas offline channels are appreciated for their ability to handle complicated requests. The third recommendation for companies would be to tailor their channel of communication with the idea that digital will provide first insights for consumers and the offline channel will extend the complaint with more detailed and personal information.
Meanwhile, businesses made another misstep in their after-sales service: Removing the human being factor. While at this step, the human agent is the only one who is able to provide a meaningful two-way conversation for consumers. Consequently, the fourth recommendation of this study would be to keep human agent whether it is with digital or offline channels. However, offline channels and especially human agent have also their own limits. For example, human agents are not able to quickly handle simple queries.

Then, the previous idea to tailor channels of communication according to the purpose could be extended to a new strategy: the Omnichannel strategy. This new strategy establishes the fifth recommendation for businesses in their after-sales service. Companies should effectively create a combination of digital and offline channels while keeping in mind the necessity of human beings. This recommendation could take the form a two-way conversation which starts with a bot to gather first information and then transfers the consumers to a human agent for more explanations. This strategy is already used by some companies but needs to be considered by all businesses today.

In a nutshell, the future of after-sales service belongs to businesses which take into account customers’ expectations, which offer the choice between digital and offline channels to communicate, which recognizes the significance of the human factor in after-sales service and which applies a seamless experience for each consumer with the Omnichannel strategy.
Chapter 7: Reflections on Learning
7. Reflections on Learning

Born in France, I first studied journalism before I changed my mind and decided to specialize in marketing. I have never been asked to write a dissertation before. The main challenge of this assignment was the amount of time I was given and the organization around this time. Indeed, it is the most important job I have ever had to do during my studies but also during my professional experience.

Besides, France does not have the same process concerning the dissertation. The idea to follow a specific and theoretical framework for a dissertation is specific to the Anglo-Saxon system. Hence, everything was new for me in the realization of this assignment and this work was a real learning experience. I tried to manage the best I could my time and my skills in order to provide relevant work for the Dublin Business School.

The selection of the topic, the definition of the research problem, the investigation of theories about my topic, the discovery of a new process to collect qualitative data etc... Every step was new but all of them were at the same time incredibly useful for the development of personal and professional skills in the future. In addition, this study will be later proof of my acquisition of new and relevant knowledge for employers. In order to better understand my personal and professional skills, I precisely made the test of the Humanmetrics Jung Typology test and I discovered my personality type which is ISFJ.

It means that I am someone who has the desire to help others but I also know how to take care of myself. Nonetheless, I have difficulties to transfer my work to someone else. Additionally, the ISFJ profile induced a strong loyalty but also limits to manage projects. Consequently, the idea to manage the dissertation alone during twelve months was a real challenge for me. It also taught me how to organize my mind and my work with time pressure and to listen to the pieces of advice provided by my tutor. These new skills will be useful for me in my professional life when I will manage distinct projects for clients.

Meanwhile, I also did another test based on the learning style. The learning style is defined by David A. Kolb (1984) through three distinct types of experiential learning processes: The Lewinian Model, the Dewey's Model and the Piaget's Model. The test has been designed by Peter Honey and Alan Mumford (2006) in order to be sure of our own type of learning style.
Concerning my profile, my learning style is the Reflector, a status which induces several benefits as the capacity to collect and analyze data for then drawing conclusions.

This advantage has been therefore useful in the realization of the dissertation with semi-structured interviews and their analysis. However, this benefit is also a limitation because of the long-time duration induced by the Reflector. Indeed, I sometimes need more time than others to analyze data and to highlight findings. The Literature Review and Findings have been the most difficult parts for me because of the amount of information which were available, but not always useful. Another challenge induced by my profile and the dissertation was the necessity to respect the word count. I had to select what information I wanted to underscore without endless explanations.

Consequently, the dissertation helped me to improve my inability to organize my work for a long-time duration, my capacity for synthesis but also my shyness. According to previously performed tests, I prefer to take a back seat and listen to others instead of putting myself forward. During my studies at the Dublin Business School, I precisely had the opportunity to meet people who came from different countries with distinct origins. These meetings have taught me to be less shy and to talk with new colleagues. This specificity would be helpful in my future job when I will start in a new company without knowing familiar people.

In the end, my studies at the Dublin Business School have been an incredible experience because now I feel able to integrate a company with an experienced profile. Indeed, thanks to the dissertation, I identified my strengths and weaknesses for then exploiting them in a professional context. This evolution, thus, constitutes the most significant learning experience in my student and future professional life.
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Appendices

Appendix 1: Informed Consent form model

INFORMED CONSENT FORM

PROJECT TITLE: A study of channels of communication in the field of After-sales service

PROJECT SUMMARY:
I’m a student in MSC Marketing at the Dublin Business School. My dissertation is supervised by Ieva Masevic and is about the analysis of different kind of channels of communication used by consumers, in the context of after-sales service. For that, this dissertation is going to use one interview per respondent with a time duration of one hour and half. Through these interviews, I would like to investigate consumers use and habits with channels of communication, especially when they decide to complain about a service failure.

Consequently, during interviews, I will ask global questions about consumers use of channels of communication and their view about successful or poor after-sales service. Afterwards, I will ask more specific questions about the kind of channels that customers used to complain, with their advantages and limits. Finally, I will provide some questions about a potential solution for consumers with the Omnichannel strategy. Each interview will be audio recorded in order to facilitate the transcription.

Concerning the confidentiality for semi-structured interviews, all data collected will be confidential and respondents names will be not transcribed in the dissertation. Respondent names will be replaced by numbers or fake names for example. Besides, at the end of the dissertation, in January, I will totally delete recorded interviews.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).
Participant’s signature

Participant’s Name (Printed)

Student Name (Printed)

Student Name signature

Date
INFORMATION SHEET FOR PARTICIPANTS

PROJECT TITLE

[A study of channels of communication in the field of After-sales service]

You are being asked to take part in a research study on...

[I’m a student in MSC Marketing at the Dublin Business School. My dissertation is supervised by Ieva Masevic and is about the analysis of different kind of channels of communication used by consumers, in the context of after-sales service. This project is approved by the Research Ethics Committee of the Dublin Business School.]

WHAT WILL HAPPEN

In this study, you will be asked to...

[Firstly, I will arrange an appointment with each participant to schedule the interview. The interview will take place in my house or in other locations as required by respondents. Before interview, I will provide a summary about dissertation’s aims. During the interview, I will ask global questions about consumers use of after-sales channels and their view about successful or poor after-sales service. Afterwards, I will ask more specific questions about the kind of channels that customers used to complain, with their advantages and limits. Finally, I will provide some questions about a potential solution for consumers with the Omnichannel strategy. Each interview will be audio recorded in order to facilitate the transcription.]

TIME COMMITMENT

The study typically takes...

[Participant will be asked to participate to a unique interview. This study will imply around one hour and half per interview.]

PARTICIPANTS’ RIGHTS
You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn / destroyed.

You have the right to omit or refuse to answer or respond to any question that is asked of you.

You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study’s outcome. A full de-briefing will be given after the study). If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY

The data I collect does not contain any personal information about you except… [The data collected does not contain any personal informations about respondents. Regarding questions, it is not about financial or personal informations. Questions asked during interviews will be about consumers’ habits and views with channel of communication, in after-sales service. Data may be published but name and surname of respondents will stay confidential with number or fake name for each respondent. Besides, at the end of the dissertation, in January, recorded interviews will be deleted.]

FOR FURTHER INFORMATION

I or / and [Ieva Masevic] will be glad to answer your questions about this study at any time. You may contact my supervisor at ....

ieva.masevic@dbs.ie.
Appendix 3 : Semi-structured interviews questions for participants

I) The necessity of after-sales service

1) Key Question : Is it important to have an after-sales service? If yes, why ? If no, why not?

2) Key Question : What are key factors of a successful after-sales service?
2. Can you rank these factors according to the the importance you give them ?
3. Can you tell me an example of a successful experience with a company’s after-sales service ?

3) Key Question : What are key factors of a poor after-sales service?
3. Can you rank these factors according to the the importance you give them ?
4. Can you tell me an example of a poor experience with a company’s after-sales service ?
5. When a company doesn’t succeed to provide you an efficient after-sales service, would you express your frustration to the company or directly leave the company ?

4) Key Question : Most of the time, in which context do you use the after-sales service?
4. Do you use after-sales service to put forward a complaint?
5. When you want to complain do you appreciate to have the choice between online and offline channels ?
6. With which type of product provider do you have the most problems when you want to complain ?

2) The use of channels of communication by consumers

5) Key Question : What channel of the after-sales service do you use to complain?
6) Key Question : Can you describe your reasons for choosing this channel?

5. What are limits of this specific channel?

6. What improvements should companies bring to this specific channel?

7) Key Question : In contrast, which channel of communication do you not use to express your complaint? Why?

3) Consumers’ need for human agent

8) Key Question : According to you what importance do you attach to human agent to handle your complaint?

1) If you have the choice, would you prefer a robot or a human agent to handle your complaint? Why?

1) Do you think that human agent is one of the main factor for you in the post purchase step?

4) The Omnichannel solution with digital and human being

9) Key Question : What inspire you the idea to start a complaint with digital channels as email or robots for example, and then having human agent?

• Would you be willing to change your habits of channels of communication using for this previous strategy?

• Would you be even more satisfied with this strategy?

• What are advantages and limits of this strategy, according to you?
Appendix 4: Humanmetrics Jung Typology test results

**Humanmetrics Jung Typology Test™**

*Your Type*

**ISFJ**

- Introvert (25%)
- Sensing (9%)
- Feeling (12%)
- Judging (28%)

- You have moderate preference of Introversion over Extraversion (25%)
- You have slight preference of Sensing over Intuition (9%)
- You have slight preference of Feeling over Thinking (12%)
- You have moderate preference of Judging over Perceiving (28%)
Learning Styles Questionnaire

Name: LEALABOUREAU

This questionnaire is designed to find out your preferred learning style(s). Over the years you have probably developed learning "habits" that help you benefit more from some experiences than from others. Since you are probably unaware of this, this questionnaire will help you pinpoint your learning preferences so that you are in a better position to select learning experiences that suit your style and having a greater understanding of those that suit the style of others.

This is an internationally proven tool designed by Peter Honey and Alan Mumford.

There is no time limit to this questionnaire. It will probably take you 10-15 minutes. The accuracy of the results depends on how honest you can be. There are no right or wrong answers.

If you agree more than you disagree with a statement put a tick by it.
If you disagree more than you agree put a cross by it.
Be sure to mark each item with either a tick or cross.

☐ 4. I have strong beliefs about what is right and wrong, good and bad.
☐ 6. I often act without considering the possible consequences
☐ 7. I tend to solve problems using a step-by-step approach
● 6. I believe that formal procedures and policies restrict people
● 7. I have a reputation for saying what I think, simply and directly
☐ 2) 6. I often find that actions based on feelings are as sound as those based on careful thought and analysis
● 2) 11. I like the sort of work where I have time for thorough preparation and implementation
● • I regularly question people about their basic assumptions
● • What matters most is whether something works in practice
● • I actively seek out new experiences
● 11. When I hear about a new idea or approach I immediately start working out how to apply it in practice
12. I am keen on self discipline such as watching my diet, taking regular exercise, sticking to a fixed routine, etc.
13. I take pride in doing a thorough job
14. I get on best with logical, analytical people and less well with spontaneous, "irrational"
15. I take care over the interpretation of data available to me and avoid jumping to conclusions
16. I like to reach a decision carefully after weighing up many alternatives
17. I'm attracted more to novel, unusual ideas than to practical ones
18. I don't like disorganised things and prefer to fit things into a coherent pattern
19. I accept and stick to laid down procedures and policies so long as I regard them as an efficient way of getting the job done
20. I like to relate my actions to a general principle
21. In discussions I like to get straight to the point
22. I tend to have distant, rather formal relationships with people at work
23. I thrive on the challenge of tackling something new and different
24. I enjoy fun-loving, spontaneous people
25. I pay meticulous attention to detail before coming to a conclusion
26. I find it difficult to produce ideas on impulse
27. I believe in coming to the point immediately
28. I am careful not to jump to conclusions too quickly
29. I prefer to have as many resources of information as possible - the more data to think over the better
30. Flippant people who don't take things seriously enough usually irritate me
31. I listen to other people's points of view before putting my own forward
32. I tend to be open about how I'm feeling
33. In discussions I enjoy watching the manoeuvrings of the other participants
34. I prefer to respond to events on a spontaneous, flexible basis rather than plan things out in advance
35. I tend to be attracted to techniques such as network analysis, flow charts, branching programs, contingency planning, etc.
36. It worries me if I have to rush out a piece of work to meet a tight deadline
37. I tend to judge people's ideas on their practical merits
38. Quiet, thoughtful people tend to make me feel uneasy
39. I often get irritated by people who want to rush things
40. It is more important to enjoy the present moment than to think about the past or future
41. I think that decisions based on a thorough analysis of all the information are sounder than those based on intuition
42. I tend to be a perfectionist
43. In discussions I usually produce lots of spontaneous ideas
44. In meetings I put forward practical realistic ideas
45. More often than not, rules are there to be broken
46. I prefer to stand back from a situation
47. I can often see inconsistencies and weaknesses in other people’s arguments
48. On balance I talk more than I listen
49. I can often see better, more practical ways to get things done
50. I think written reports should be short and to the point
51. I believe that rational, logical thinking should win the day
52. I tend to discuss specific things with people rather than engaging in social discussion
53. I like people who approach things realistically rather than theoretically
54. In discussions I get impatient with irrelevancies and digressions
55. If I have a report to write I tend to produce lots of drafts before settling on the final version
56. I am keen to try things out to see if they work in practice
57. I am keen to reach answers via a logical approach
58. I enjoy being the one that talks a lot
59. In discussions I often find I am the realist, keeping people to the point and avoiding wild speculations
60. I like to ponder many alternatives before making up my mind
61. In discussions with people I often find I am the most dispassionate and objective
62. In discussions I'm more likely to adopt a "low profile" than to take the lead and do most of the talking
63. I like to be able to relate current actions to a longer term bigger picture
64. When things go wrong I am happy to shrug it off and "put it down to experience"
65. I tend to reject wild, spontaneous ideas as being impractical
66. It's best to think carefully before taking action
67. On balance I do the listening rather than the talking
68. I tend to be tough on people who find it difficult to adopt a logical approach
69. Most times I believe the end justifies the means
70. I don't mind hurting people’s feelings so long as the job gets done
71. I find the formality of having specific objectives and plans stifling
72. I'm usually one of the people who puts life into a party
73. I do whatever is expedient to get the job done
74. I quickly get bored with methodical, detailed work
75. I am keen on exploring the basic assumptions, principles and theories underpinning things and events
76. I'm always interested to find out what people think
77. I like meetings to be run on methodical lines, sticking to laid down agenda, etc.
78. I steer clear of subjective or ambiguous topics
79. I enjoy the drama and excitement of a crisis situation
80. People often find me insensitive to their feelings
Appendix 6: Dissertation Meetings Monitoring Report (08/10/2018)

Dissertation Meeting/Progress Monitoring Report

Name of Student: Léa Labourea       Student No.: 10387593
Name of Supervisor: Ieva Masevic    Meeting No.: 
Date of Meeting: 08/10/2018       Location of Meeting: Skype meeting

==================================================================

Review/Comment on Progress Made (since last meeting):

There is no comment about progress made because it was our first meeting for the dissertation

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Topics discussed at meeting:

- Logistics of research process
- Discussion about the Research Question quality
- Discussion about The Rationale quality and Objectives
- Discussion about the Methodology of the dissertation with the organization of focus group and the selection of experts

Progress expected:

- Know the difference between methodology and methods
- Identify how many words would I allocate per parts in the dissertation’s framework
- Identify Master thesis with similar framework
- Work on research question in order to make it more specific
- Work on the Rationale and find academic research to justify my arguments
- Work on the Objectives
Overall Summary/Conclusion of Meeting:

This first meeting was about in first the Logistic of research process and the well comprehension of Supervisor Role and Student Role. Then, we have discussed about my topic, why do I choose this topic, the Justification part with my Research question which is not enough specific and my Rationale which is not enough supported by academic Research. Moreover, my objectives are broad so I have to be more specific in general. Concerning my Methodology part, we have briefly discussed about Focus Group and Experts with qualitative data. Therefore, during the next meeting with my supervisor, we will have a conversation about my progress for the Research question, the Justification Part, and my Objectives.

Date of next meeting: _______________________

Signed (supervisor): _______ IEVA MASEVIC __________________

Signed (student): ____________ LEA LABOREAU _______________

Note: Please complete and retain a copy report for each student meeting. Please attach supporting documentation as appropriate.
Appendix 7 : Dissertation Meetings Monitoring Report (25/10/2018)

Dissertation Meeting/Progress Monitoring Report

Name of Student: Léa Laboureau             Student No.: 10387593
Name of Supervisor: Ieva Masevic      Meeting No.: 
Date of Meeting: 25/10/2018         Location of Meeting: Skype meeting

==================================================================
Review/Comment on Progress Made (since last meeting):

- Progress made about the difference about methods and methodology definition
- Progress made on the research question
- Progress made on the reading of other master thesis

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Topics discussed at meeting :
- Research question : there is progress but it is not enough specific and too long
- Research methodology with the philosophy
- Research methods with focus group and if it’s the right choice according to the research question
- Literature review construction and its consistency

Progress expected :
- Upload the new version of the introduction with context background, reattach questions, objectives and the Rationale
- Work on the research question with specific words
- Work on the Research methodology with additional readings about Inductive and Deductive strategy
- Make readings about Measurement instruments or items instrument
- Make five thousand words for the Literature Review for the next meeting
Overall Summary/Conclusion of Meeting:

We discuss about the new version of the Research question which is still not enough specific but more understandable that the previous one. I have to work on it and find new words to make the research question more clear. Concerning the Literature review, I have to write 5 thousand words for the next time while keeping in mind that those review had to answer to the Research question. For the Research methodology, I have to think about the philosophy, the strategy and the method, in order to be sure of the consistency. I also create a google drive to share uploaded documents with my tutor as the introduction.

Date of next meeting: ______________________

Signed (supervisor): ___________ IEVA MASEVIC ______________

Signed (student): _______________ LEA LABOUREAU ___________

Note: Please complete and retain a copy report for each student meeting. Please attach supporting documentation as appropriate.

Dissertation Meeting/Progress Monitoring Report

Name of Student: Léa Labourea  
Student No.: 10387593

Name of Supervisor: Ieva Masevic  
Meeting No.: 

Date of Meeting: 20/11/2018  
Location of Meeting: Skype meeting

==================================================================

Review/Comment on Progress Made (since last meeting):

- Progress made about the Literature Review  
- Progress made on the research question  
- Progress made on the reading of previous readings about Research Methodology

==================================================================

Topics Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Topics discussed at meeting : 

- Research question : The research question is relevant  
- Objectives : Objectives need to be more specific  
- Research methodology with Research methods used which finally will be semi structured interview instead of Focus Group  
- Questions which will be asked during the semi structured interviews

Progress expected :

- Create a Folder on Gmail in order to gather all documents provided  
- Create a single document with the research question and more specific objectives  
- Work on the Research methodology with justification for semi structured interviews and its implementation  
- Make improvements on questions with will be asked during semi structured interviews
Overall Summary/Conclusion of Meeting:

We discuss about the new version of the Research question which is relevant and Objectives which need to be more specific and linked to the research Question. Besides I have to work on the new version for the Research Question with justifications for semi structured interviews and how I’m gonna to implement it. Concerning questions for semi structured interviews, I have to add probe questions to main questions and classified them in themes. I also create a Folder on google drive to share uploaded documents with my tutor as the introduction, Literature review and Research Methodology.

Date of next meeting: ______________________

Signed (supervisor): _______IEVA MASEVIC________________

Signed (student): __________LEA LABOUREAU ______________

Note: Please complete and retain a copy report for each student meeting. Please attach supporting documentation as appropriate.
Appendix 9 : Dissertation Meetings Monitoring Report (14/12/2018)

Dissertation Meeting/Progress Monitoring Report

Name of Student: Léa Laboureau                      Student No.: 10387593
Name of Supervisor: Ieva Masevic                      Meeting No.: 
Date of Meeting: 14/12/2018                          Location of Meeting: Skype meeting

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Review/Comment on Progress Made (since last meeting):

- Research Methodology part is modified
- Validation of questions for interviews
- All semi structure interviews collected
- All interviews transcribed

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

**Topics discussed at meeting :**

- Findings part with explanations and distinction with Discussion part
- Explanations about the content in Discussion part
- Research methodology with some details to modify
- Recommendations part with explanations about it

**Progress expected :**

- Make some readings about Limitations of the research
- Make some readings about Reflection part
- Make modifications of Research Methodology
- Write Findings and Discussion part separately
Overall Summary/Conclusion of Meeting:

We discuss about the content and details in Findings parts with some steps to do and a descriptive approach. Then we discuss about Discussion part and how I should link results and theories. Besides I have to work on the Research Methodology to modify some details about theory, sample size and process to collect data. For the next time I have to finish my findings and discussion parts and make readings about limitations of research and Reflection part.

Date of next meeting: ________________________

Signed (supervisor): _______________ IEVA MASEVIC ______________

Signed (student): _______________ LEA LABoureAU __________

Note: Please complete and retain a copy report for each student meeting. Please attach supporting documentation as appropriate.