

**THE FACTORS AFFECT CUSTOMER SATISFACTION  
OF BROTHER CONTACT CENTER (THAIALND)'S  
E-MAIL INQUIRY SERVICE**



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entitled  
**THE FACTORS AFFECT CUSTOMER SATISFACTION  
OF BROTHER CONTACT CENTER (THAILAND)'S  
E-MAIL INQUIRY SERVICE**

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**THE FACTORS AFFECT CUSTOMER'S SATISFACTION OF BROTHER CONTACT CENTER (THAILAND)'S E-MAIL INQUIRY SERVICE**

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M.M. (INNOVATION IN MANAGEMENT)

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**ABSTRACT**

The purpose of this thematic paper is to identify factors that affect customer satisfaction of Brother Contact Center (Thailand)'s E-mail inquiry service. In-depth interviews and open-ended questionnaires were adopted as the data collection approach. The samples were selected by nonprobability method which is suitable for this qualitative research. The purposive samples were chosen without concerning of demographic factors.

The in-depth interviews were conducted with ten customers and three Brother Contact Center's agents. Another part of information was collected from open-ended questionnaire about Brother's e-mail inquiry service that Brother Contact Center has conducted to evaluate the yearly performance. To ensure the validity of data, text analysis is the tool to be used to analyze the data.

The factors that affect customer satisfaction of Brother Contact Center's e-mail inquiry service which are sequenced respectively are correct information, completeness of the information, promptness of response and agent's communication skill. The recommendation of this paper may enhance the Brother Contact Center (Thailand)'s capability to be an integral part can create common customers to be loyalty customers and improve customer retention rate that will affect the company's profitability.

**KEY WORDS:** Contact center / E-mail / Inquiry service / Customer satisfaction / Solution

25 pages

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## CHAPTER I

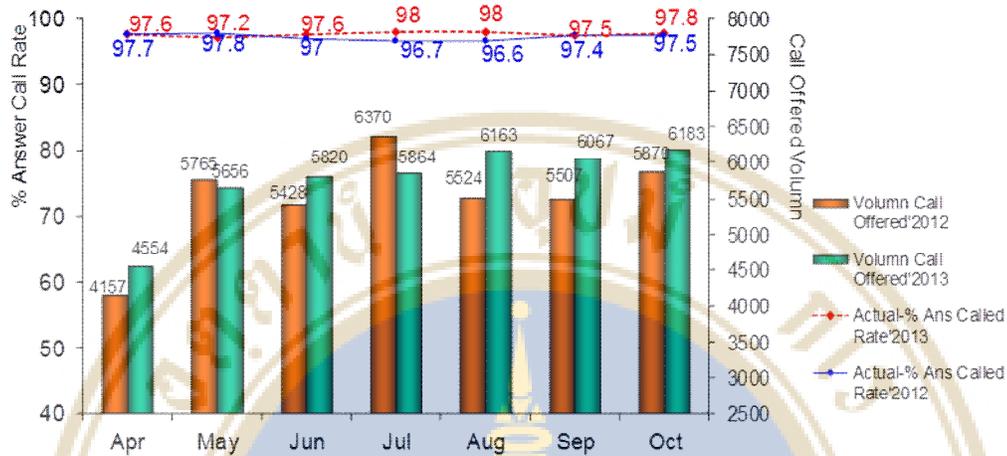
### INTRODUCTION

Nowadays, organizations operate in competitive situation and face the rapid changes in market. The development of information technology plays an important role in the people's daily life. It also changes the behavior of consumers and provides consumers more convenience to search for more information. Because of the high competitive market, many companies need to improve themselves to meet the customer's expectation and satisfaction. Not only working hard in research and development on products, but the companies also focus more on the services to attract the consumers. The customer-centric approach changes the way of services. Customer Service Department becomes more important function of the company to firstly react and respond customers' need. There are many communication channels for customer service to interact to their customers. Contact Center is a part of customer service department that serves after-sales services to customers.

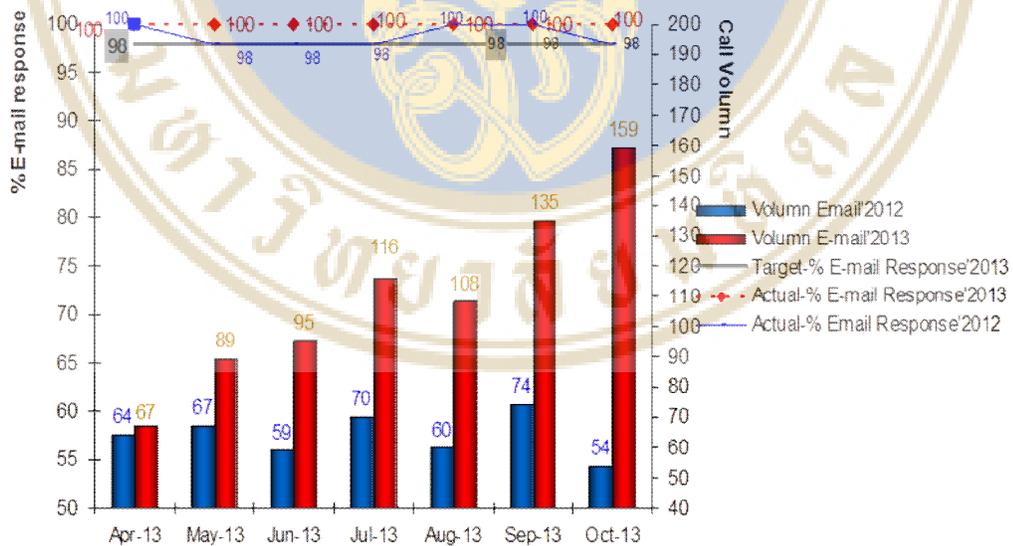
In Thailand market, there are many brands providing innovative products for the print and imaging devices. When Brother incorporated in Thailand in 1977, Brother attempted to penetrate the market to create brand awareness among existing brands. Because many companies have similar product, each brands try to create brand identity. Brother (Thailand) also established Brother Contact Center (Thailand) 10 years ago to be the channel which can provide customers the product specification, the information of Brother's service center and dealers, product usability and troubleshooting. Brother (Thailand) expects Brother Contact Center to be a tool to strengthen after-sales service of the company.

Brother Contact Center supports an inquiry services via telephone and e-mail. The contact center agents receive the call average 5600 calls per month nowadays (Figure1) and the call tends to be continuously increasing. Furthermore, the volume of e-mail inquiry also increases in the same way as the volume of call. There are average 110 e-mail inquiries per month (Figure1.2). Because of Brother's product

is used to connect with PC and smart phone so the company predicts that the e-mail inquiry service will become more considerable in the near future.



**Figure 1.1 The volume of offered call in April to October of 2012 and 2013**  
**Source: Brother Contact Center’s Performance Report (2013)**



**Figure 1.2 The volume of e-mail response in April to October of 2012 and 2013**  
**Source: Brother Contact Center’s Performance Report (2013)**

The increasing number of inquiry e-mail and the content in e-mail can reflect the satisfaction that customers have toward the company, product and services. The objective of this thematic paper is to identify factors that affects customer satisfaction of Brother Contact Center (Thailand)'s e-mail inquiry service by using survey to examine the current customer satisfaction level of Brother Contact Center (Thailand)'s e-mail inquiry service, and then recommend the possible ways that the company can implement to improve the e-mail inquiry service. The recommendation of this paper may enhance the Brother Contact Center (Thailand)'s capability to be an integral part that can create common customers to be loyalty customers and improve customer retention rate that will affect the company's profitability.



## CHAPTER II

### LITERATURE REVIEW

There are many preceding publications related to the operation of call center or contact center that identified factors which affect the customer satisfaction. Previous studies indicated different factors that affected customer satisfaction toward the services and supports by contact center in many organizations. Table 2.1 below explains the different factors.

**Table 2.1 The authors, methodology & samples and findings of previous studies**

<b>Authors</b>	<b>Methodology &amp; Samples</b>	<b>Findings</b>
Guarav Patil (2011)	Aberdeen Group surveyed over 50 contact center managers. By using the metrics of first call resolution rate, daily closure rate, and time to call problem resolution rate. The methodology of this research is measured by the percentage of workforce regularly uses BI tools.	The business intelligent (BI) of contact center is the information of previous contact of each customer. The more the agent knows about the customer, the better the quality of service delivered. Best-in-Class companies achieved 67% of the workforce regularly uses BI tools and also achieved 18% year over year increase in customer retention more than the industry average.
Deloitte Consulting LLP (2013)	The survey had nearly 300 responses representing over 560 contact centers in four continents. Survey respondents represented 7 industries and included with executive and operational responsibility for at least a portion of the contact center function.	82% of respondents recognized “Accuracy and Quality of information” as the most important customer experience attribute. With the new emerging channel, e-mail had the highest growth about 46% compared with other channels ex. web self-service, video and social media.

Sergio Zani and Lara Berzieri (2008)	Measuring the perception of public service quality used analysis the results of a survey on a sample of 1,200 users of the Contact Center of Parma Municipality.	The quality of the service are indicated by waiting time, courtesy, skill of agent, quality of information, speed of the information, and completeness of the answer.
Christine White and Vera Roos (2005)	Qualitative research methodology is the approach to address the different, interrelated processes of a call center. Different types of sampling were used to select participants: management focus group (6 managers), simple random sampling (Select 8 from 30 contact center agents) and 10 customers varied age between 20 and 45 years.	An effective agent should have the competencies, including personal attributes and skills to communicate effectively with different people in a professional way, without personal feelings influencing the process. They would be attentive, ensuring accurate and detailed information and have knowledge regarding the product or service.
Danilo Garcia, Trevor Archer, Saleh Moradi, and Bibinaz Ghiabi (2012)	The data used in the present study was collected between 2010 and 2011, at three different times, on a three-month interval, and for a period of three weeks each time. A total of 5000 customers that came in contact with a call center (a mobile company in Sweden). Customers were chosen at random. A total of 3013 agreed to participate. No demographic variables were collected.	The customer satisfaction is affected by informative satisfactory answer. More information is needed in order to influence customers that not feel satisfied with the waiting time.
Lynne Bennington, James Cummane, and Paul Conn (2006)	Participants included 128 customers who had contacted the call center of Centrelink which is an Australian one-stop shop. The ratio of male to female participants was 45 percent to 55 percent. The age of customer participants varied from below 20 years to over 70	The results indicate that customers have slightly higher satisfaction levels with in-person services than with call center services. Although it was predicted that older customers might be more dissatisfied with call centers than younger customers.

	years, the mode being within the 20-30 age groups. The methodology involves a sophisticated focus group technique which uses technology to facilitate the process of obtaining both qualitative and quantitative data.	
Sumit Agarwal, K S Thakur and Deepak Singh (2013)	Primary data was collected with the help of specially designed questionnaire and interview method. Using questionnaires to survey with 150 Call centers employees and customers in Indian Call Center Industry.	The research identified four areas of performance for call centers namely, operational efficiency, customer satisfaction, service quality and employee satisfaction. Common contact quality criteria includes; use of appropriate greetings, courtesy and professionalism in dealing, providing customers with correct and relevant information according to their needs, try for first-contact resolution, accuracy in data entry and grammar and spelling accuracy in text communication (email and chat).
Sheri Teodoru (2007)	A study to develop the Contact Center Satisfaction Index (CCSI) across 6 key industries: Banking, Cable and Satellite Television, Multi-channel Retail, Cell Phone Service, Insurance, Personal Computers. The study reveals that contact centers are critical points of engagement between a company and its customers.	The CCSI survey asked customers to rate representatives in specific areas. CSRs received their highest scores for being courteous. Interests in helping the customer, speaking in an understandable manner were the other “soft skills” given a higher rating in many industries. The CSRs’ “hard skills” (knowledge and problem resolution) had lower scores.

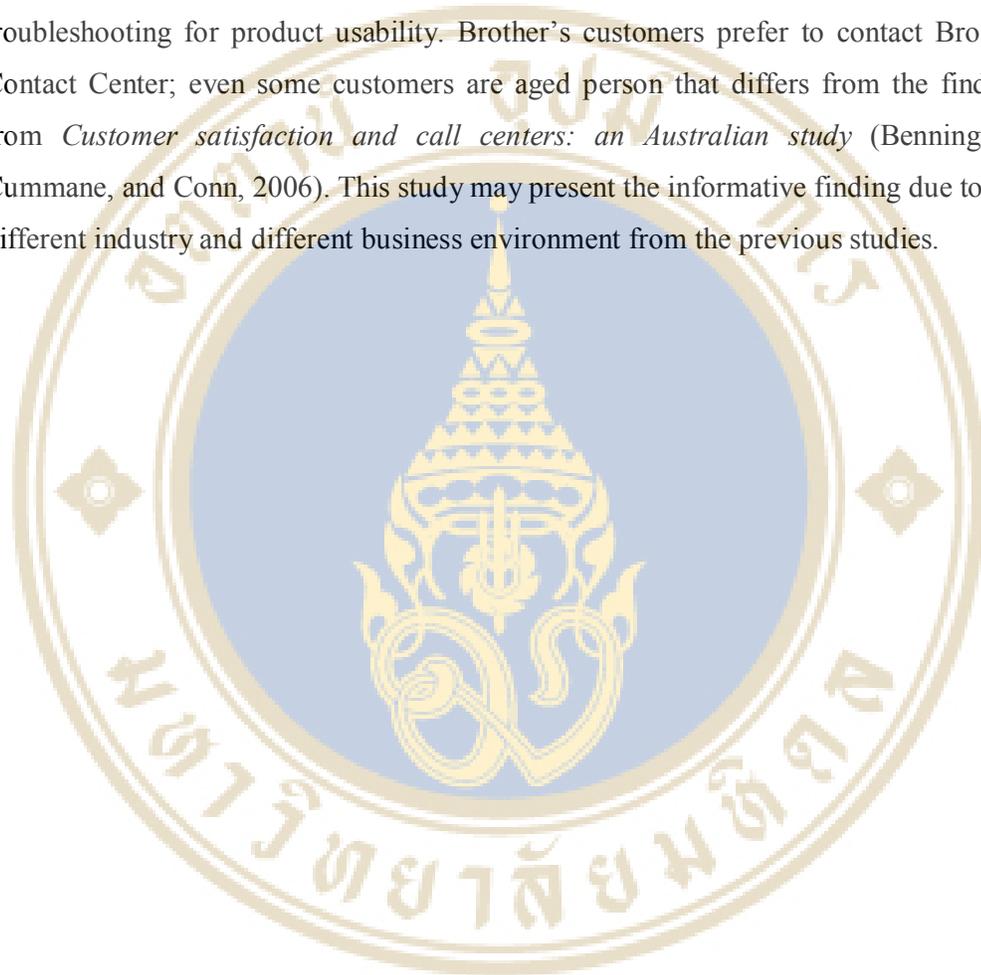
From the findings of previous studies identified the similar factors that affect customer satisfaction of call center or contact center’s email inquiry service. The correspondent factors are **the accuracy and quality of information related to**

**knowledge of products, services, and troubleshooting** (Teodoru, 2007),(White and Roos, 2005),(Deloitte Consulting LLP, 2013) and (Agarwal, Thakur and Singh, 2013), **the completeness of answer** (Zani and Berzieri, 2008), **speed of response & customer's waiting time** (Zani and Berzieri, 2008) and (Garcia, Archer, Moradi, and Ghiabi, 2012), and **agent's communication skill** such as courtesy, appropriate greeting and professionalism in dealing (Teodoru, 2007),(Zani and Berzieri, 2008) and (White and Roos, 2005).

The additional finding of the previous studies which might benefit this paper also mentioned the Business Intelligent (BI) of contact center is the information of the previous contact from each customer (Patil, 2011). Therefore, the contact center should record all information of customer as much as possible, regardless customer's personal information. Although the contact center nowadays provides multi-channel such as phone, e-mail, and video call which provide convenience and are easily accessible by communication devices (Deloitte Consulting LLP, 2013), the older person still prefer in-person services than call center services (Bennington, Cummane, and Conn, 2006).

The previous studies have identified the factors that affected customer satisfaction of contact center in many organizations such as professional services, energy, public sector, financial services and insurance, life sciences and health care, technology media and telecommunication (Garcia, Archer, Moradi, and Ghiabi, 2012), consumer and industrial product (Deloitte Consulting LLP, 2013), local administration (Zani and Berzieri, 2008), one-stop service enterprise (Bennington, Cummane, and Conn, 2006), call center industry (Agarwal, Thakur and Singh, 2013), banking, cable and satellite television, multi-channel retail, cell phone service, insurance, personal computers (Teodoru, 2007). They were conducted in many countries such as USA (Zani and Berzieri, 2008) and Canada, Asia Pacific (Excluding China), China, Europe, Africa, Latin America, India, Middle East (Deloitte Consulting LLP, 2013), Sweden (Garcia, Archer, Moradi, and Ghiabi, 2012), Australia (Bennington, Cummane, and Conn, 2006), and India (Agarwal, Thakur and Singh, 2013) with the companies which are in the different industries from Brother. This study will benefit the contact center operation in Thailand. To the author's knowledge, no study has been conducted in electronics and electrical equipment industry in Thailand.

Brother's product is an innovative product to create printed document by using imaging devices so the target market of Brother are mainly small business; small office and home office. Thus, the Brother's product users are people who have the basic knowledge in using computer and others new emerging communication devices. They actually prefer to contact Brother through channels provided when they need advice in product specification, Brother's official dealers, Brother Service Center and troubleshooting for product usability. Brother's customers prefer to contact Brother Contact Center; even some customers are aged person that differs from the finding from *Customer satisfaction and call centers: an Australian study* (Bennington, Cummane, and Conn, 2006). This study may present the informative finding due to the different industry and different business environment from the previous studies.



## CHAPTER III

### RESEARCH METHODOLOGY

To answer the research question, in-depth interviews and open-ended questionnaires of Brother's e-mail inquiry service which the company (Brother Thailand) conducted to measure customer satisfaction level were adopted as the data collection approach because these techniques are useful qualitative data collection.

The target population was the customers who contacted Brother Contact Center (Thailand) via e-mail by using 3 channels; 1) sending their enquiry directly to Brother Contact Center's e-mail address ([customer@brother.co.th](mailto:customer@brother.co.th)), 2) filling their enquiry in the enquiry form in Brother Thailand's website, and 3) filling their enquiry in the enquiry form in Brother Solutions Center which is the website that provide the all information about Brother's product that Brother's customer worldwide can access.

**Figure 3.1**  
**The enquiry form**  
**(Brother Thailand's website)**

**Figure 3.2**  
**The enquiry form**  
**(Brother Solutions Center website)**

The samples were selected by nonprobability method which is suitable for this qualitative research. The purposive sample was used to select the customers who

sent an e-mail enquiry to Brother Contact Center frequently. The samples were chosen without concerning of demographic factors such as age, gender or employment status. The in-depth interviews were conducted with ten customers. Ten customers were interviewed telephonically for the purpose of this study. The interview questions were related to the factors that have been mentioned in the previous study.

Here below are the guiding questions for the interview without personal feelings influencing;

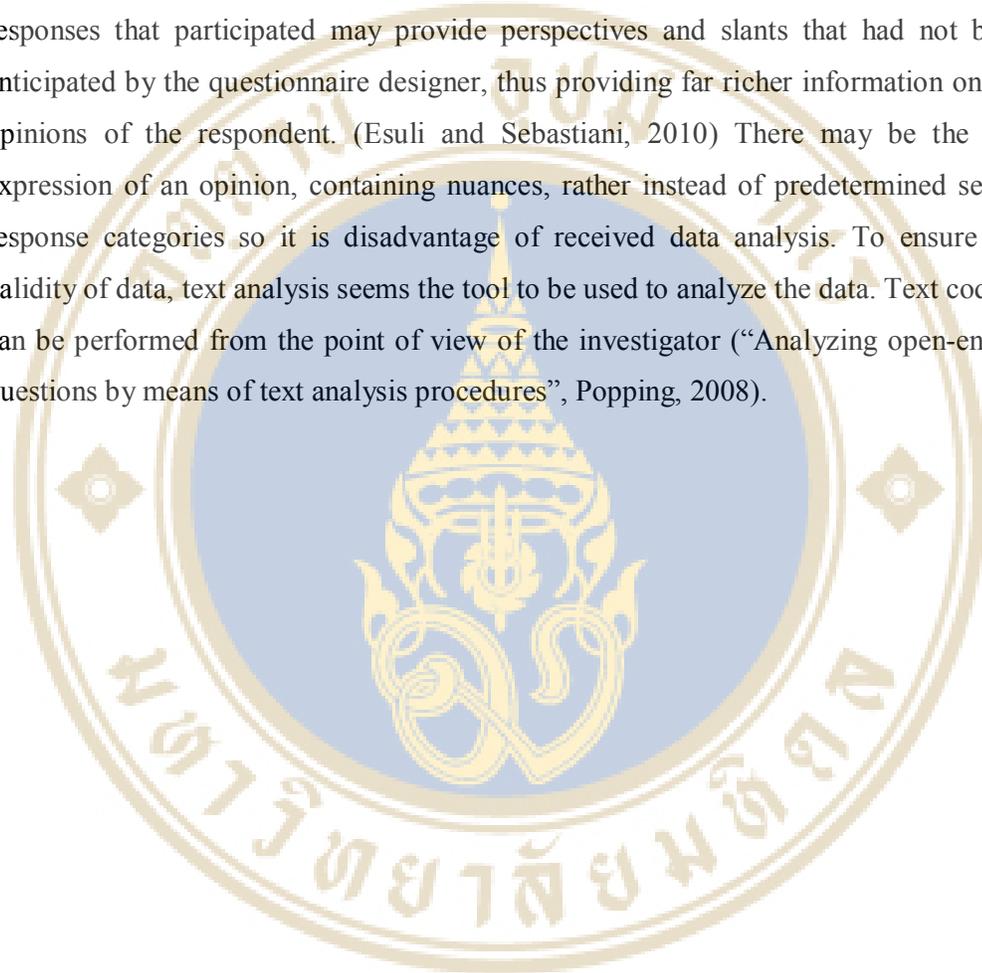
1. Does the response e-mail from Brother Contact Center can help you solve the problem?
2. When you receive the response e-mail, do you think the provided information is correct or reliable or not?
3. In the response e-mail, do you get enough information that can help you solve the problem? or Is the content in the response e-mail applicable or not?
4. How long do you have to wait for the response e-mail after you have sent the enquiry e-mail?
5. Is the language usage in the response e-mail suitable or not?
6. Do you have any additional comment for the e-mail enquiry service of Brother Contact Center (Thailand)?

Another part of information was collected from open-ended questionnaire about Brother's e-mail inquiry service that Brother Contact Center has conducted to evaluate the yearly performance. The 750 questionnaires have been sent to customers who sent enquiry e-mail during September 2013 to February 2014. Only 120 customers returned the questionnaire back to Brother Contact Center. Brother Contact Center received the returned questionnaire only from the convenient customers who were readily available to fill the questionnaire and sent it back. The open-ended question in the questionnaire was "If you have any comment or suggestion about the services and products of Brother, your comment and suggestion are really welcomed." Many questionnaires were filled in the open-ended part, but some were not. Therefore, this research focused on the set of questionnaires which have been filled in the part of open-ended question that had the related information required.

Not only the customers were interviewed for this research, but the three agents of Brother Contact Center were also being interviewed in order to find another

aspect related to the customer satisfaction toward e-mail support. The questions for agents were open-ended to see the broad viewpoint of the people who have to support customers.

For this qualitative research, the open-ended questions benefit to find the thought of respondents that have toward the e-mail inquiry service of Brother Contact Center. Open-ended questions allow respondents have freedom of thought. The responses that participated may provide perspectives and slants that had not been anticipated by the questionnaire designer, thus providing far richer information on the opinions of the respondent. (Esuli and Sebastiani, 2010) There may be the full expression of an opinion, containing nuances, rather instead of predetermined set of response categories so it is disadvantage of received data analysis. To ensure the validity of data, text analysis seems the tool to be used to analyze the data. Text coding can be performed from the point of view of the investigator (“Analyzing open-ended questions by means of text analysis procedures”, Popping, 2008).



## **CHAPTER IV**

### **FINDINGS AND DISCUSSION**

Based on the data from in-depth interviews and questionnaires, there are many perspectives from the customers who have contacted Brother Contact Center via e-mail and another perspective of the agents of Brother Contact Center who are in charge of answering customer's inquiry e-mail. The factors that affect customer satisfaction of Brother Contact Center's e-mail inquiry service are sequenced respectively as below;

#### **4.1 Correct information**

From the interviews, the correct information is the most significant factor that affects customer's satisfaction. Many customers explained that when they receive the replied e-mail, they expect to receive the correct information that can help them solve the problem suddenly. This finding is compatible with the previous studies which found that the correct information about products and services can affect customer satisfaction. White and Roos (2005) indicated that the contact center would be attentive, ensuring accurate and detailed information and have knowledge regarding the product or service. Deloitte Consulting LLP (2013) revealed that accuracy and quality of information is the most important customer experience attribute. Agarwal, Thakur and Singh (2013) presented that the contact center should provide customers with correct and relevant information according to their needs. Some interviewed customers also said that it was annoying if he/she has followed the suggestion but it failed so they had to contact Brother Contact Center again or called them instead of resending an inquiry e-mail.

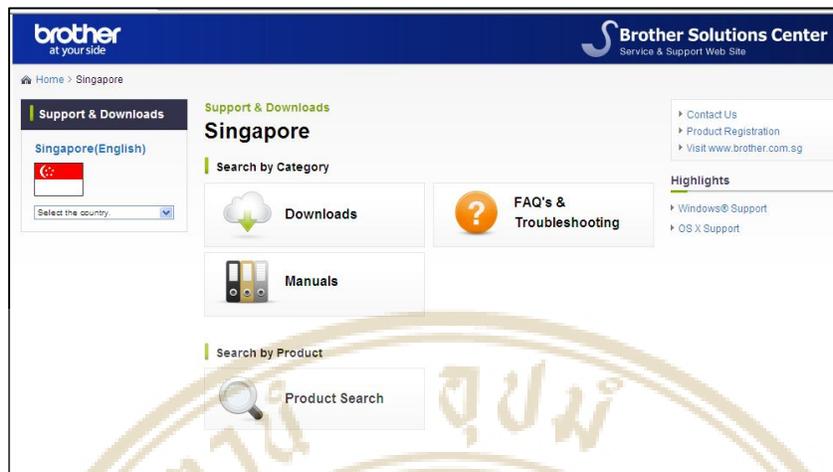
The agents of Brother Contact Center also indicated that they sometimes had to reply e-mail to the same customer repeatedly until the customer can solve the problem. It cannot be the first contact resolution because the agents didn't get enough

information from the customer's first e-mail inquiry. To solve the technical problem, the agents need the information about the model of machine, the error message indicated on the machine's LCD screen or on the computer's screen, the operating system of customer's computer, and connection type that customers are using to connect the machine with their computers. Therefore, the more details are provided from the customer's email, the more accurate solution from Brother customer receives.

The provided channels that customers can contact Brother Contact Center (Thailand) via e-mail impact the required information that the agents need to identify the root problem and create more accurate solution. The enquiry form in Brother Solutions Center asks the customers fill in the mandatory space that is included all important information that customers need to give to Brother Contact Center. Therefore, the agents can identify the problem and provide helpful solution when they get detailed information from this source. On the other hands, if the customers choose to contact Brother Contact Center through the enquiry form in Brother Thailand's website or send inquiry e-mail directly to Brother Contact Center's e-mail address which Brother cannot direct customers give all required information that the Brother Contact Center agent needs, the agent may not be able to point out the problem and response the correct solution.

#### **4.2 Completeness of the information**

The completeness of the information in the replied e-mail is the secondly significant factor. Many customers tried to solve the problem by themselves by access to Brother Solutions Center which is the website of Brother Singapore in the FAQs section before contact Brother Contact Center (Thailand) by available channels. (For more detail: Brother (Thailand) is the subsidiary of Brother (Singapore) so all the websites of two companies are linked together.) The customers actually could not solve the problem even they have read the solution in FAQs section because they weren't familiar with the technical terms and the interface of the website Brother Solutions Center which is all in English so it's so difficult for customers who are not proficient in English language.



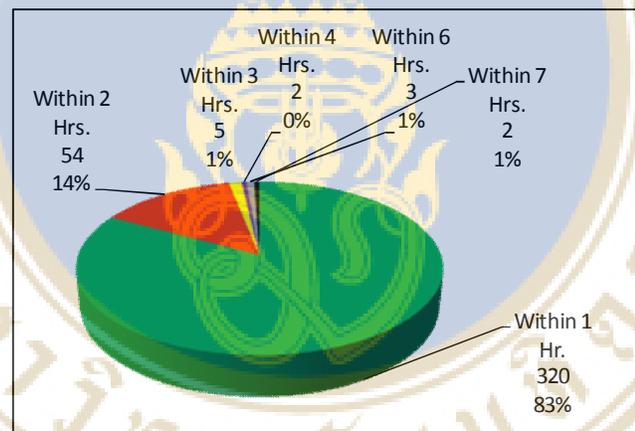
**Figure 4.1** The interface of Brother Solutions Center website

When they contacted Brother Contact Center via e-mail in Thai, the replied e-mail will be composed of the explanation in Thai and web link that asked them to search for more information in the additional webpage which are in the FAQs section of Brother Solutions Center website. It was undesirable expectation. The replied e-mail should cover all the information that customer needs to solve the problem without wasting the customer's time to search for more information by themselves in other source. The previous study of Zani and Berzieri (2008) identified that the complete answer is the quality of service. Thereby, it will be more desirable if the replied e-mail also illustrates many sample pictures that will make customers can solve their problem more quickly.

### **4.3 Promptness of response** (Related to speed of response and waiting time of customer)

The promptness of response is one of the valued factors that many customers stated. The key product of Brother is printer needs to be connected with the computer so when the customers face the problem of product usage, they usually access to Brother's website and find the way to contact the customer service department for technical solution. Many customers also directly explained that if they wanted to print the document, they needed it is printed out right away. It was irritating

when they didn't get the printed document. When they need advice from Brother Contact Center immediately, they didn't want to wait for long so Brother Contact Center has to response with speed as soon as possible. This finding is in line with those of previous researches. Zani and Berzieri (2008) specified that the waiting time significantly presents the quality of service that affects customer satisfaction. Besides, Garcia, Archer, Moradi, and Ghiabi (2012) recognized that if customers feel dissatisfied with the waiting time, providing more information is needed. The data collection from interview also reveals that many customers are satisfied with the speed of e-mail response of Brother Contact Center. It's corresponding to the performance report of Brother Contact Center's e-mail response as shown by the pie chart below. The pie chart shows that the agents of Brother Contact Center can response customers' e-mail within 1 hour as 83% of all amount of inquiry e-mail that Brother Contact Center received in work hours.

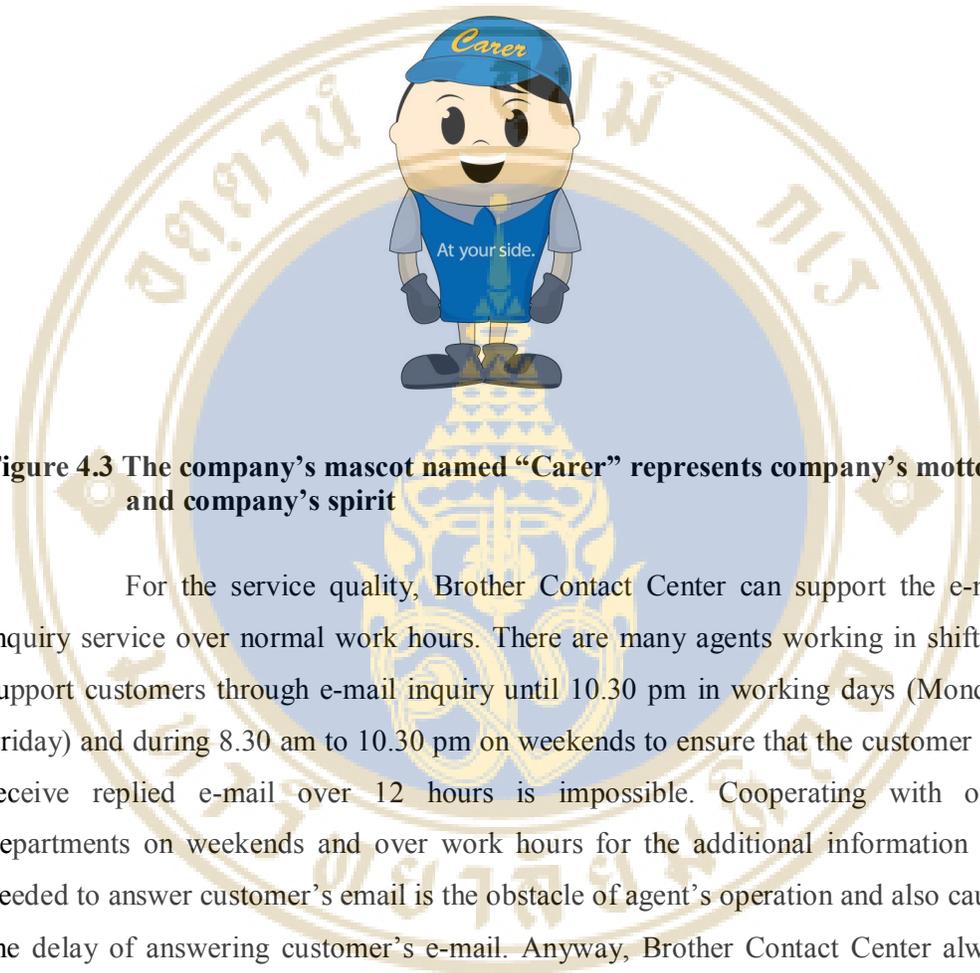


**Figure 4.2 The speed of e-mail response of Brother Contact Center in work hours during Apr 2013 – Oct 2013**

**Source: The performance report of Brother Contact Center 2013**

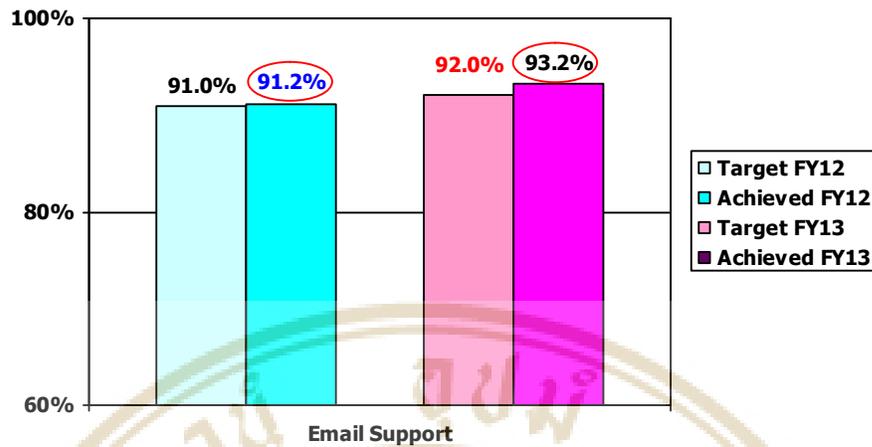
The speed of e-mail response is one of the key performance indicators of Brother Contact Center so after the agents received the e-mail inquiry from a customer, they immediately searched for the related information and composed the e-mail that explains the solution step by step. If the available information that Brother Contact Center has was not enough, the agent had to contact with other staffs that are in the other departments such as the technical support engineer, the after-sales support

officer, or the sales person for more information that can cause the delay to answer the inquiry e-mail. Brother Contact Center challenges the agents by setting the challenging KPI year by year for the development of after-sales service. The quickly response represents the company's mission "To provide customer with high level of satisfaction" and the company's motto "At your side".



**Figure 4.3 The company's mascot named "Carer" represents company's motto and company's spirit**

For the service quality, Brother Contact Center can support the e-mail inquiry service over normal work hours. There are many agents working in shifts to support customers through e-mail inquiry until 10.30 pm in working days (Monday-Friday) and during 8.30 am to 10.30 pm on weekends to ensure that the customer will receive replied e-mail over 12 hours is impossible. Cooperating with other departments on weekends and over work hours for the additional information that needed to answer customer's email is the obstacle of agent's operation and also causes the delay of answering customer's e-mail. Anyway, Brother Contact Center always achieves the target of customer satisfaction from the survey of Brother Contact Center's e-mail inquiry support as the chart shown in the next page.



**Figure 4.4** The result of Customer Satisfaction Survey during Apr – Oct 2013  
**Source:** The performance report of Brother Contact Center 2013

#### 4.4 Agent's communication skill

The agent's communication skill is also the factor that can influence customer satisfaction. The language usage is necessary for the nonverbal communication. Some customers who are not skilled in using computer or other electronic devices, they hardly understand the technical terms. Although, the customers receive the replied e-mail with the correct solution, they cannot follow the instruction in the e-mail to solve their problem. Thus, some interviewed customers proposed that the agents should use the simple words, give more explanation and illustrate enough sample pictures to make them easily understand. All customers agree that the replied e-mail from Brother Contact Center represents the appropriate greeting word, the courtesy, and the politeness in the content. The previous study of Zani and Berzieri (2008) revealed that courtesy is the one factor of quality of service. Some customers have sent the complaint e-mail because they found recurrent problem or the terrible support from the dealers or the officers of Brother's authorized service center. These customers feel surprisingly with how the agents of Brother Contact Center handled with the complaint case. The agents reacted instantly with the apology in the replied e-mail even the problem is not directly caused by the Brother's staffs themselves. They are impressed by the support of Brother Contact Center even if the e-mail is not the main communication channel. The interaction skill is the factors that

can make customers feel satisfied. Teodoru (2007) identified that soft skills; Singh (2013) soft skills relate to a person's blend of personality traits and behavioral traits like social graces, communication, language, personal habits, friendliness, and optimism that characterize relationships with other people, is given a higher rating importance in most of the industries. And also, White and Roos (2005) explained that an effective agent should have the competencies, including personal attributes and skills to communicate effectively with different people in a professional way.

The agents who were interviewed also revealed that all e-mails that they sent out to customers are monitored by the Manager of Brother Contact Center and the General Manager of Customer Service Department. Hence, they need to check whether all words and information in e-mail are correct, polite and appropriate. Every agent is trained to deal with the complaint cases and how to use suitable words for replying e-mail to customers in each situation in yearly training. The previous complaint cases are used to be samples in training session so all agents are experienced. There are the e-mail patterns that are kept in the data bank which can help the agents work more quickly in order to serve customers and meet customer's expectation.

## **CHAPTER V**

### **RECOMMENDATIONS AND LIMITATIONS OF THE STUDY**

#### **5.1 Practical Implications**

To ensure that the customers are satisfied with the e-mail support, the agents of Brother Contact Center who are in charge of responding e-mail should provide practical solution which can support customers to fix the problem in the first contact. The agents should be skillful and have knowledge of products, services and troubleshooting. It will be annoying if the customers get the incorrect information and repeatedly contact Brother Contact Center via e-mail. Then, they might choose to contact Brother Contact Center via other channels such as telephone call that can cause cost of telephone charge. This cost will be accountable to customers that can impact customer satisfaction. This is one of the reasons why some customers usually contact Brother Contact Center by e-mail. The yearly training by the experienced technical support engineers and the external consultant who is experienced in interpersonal skill development can enhance the Brother Contact Center agents' skill to deal with customers in different situations. Brother may increase the frequency of training from yearly to quarterly or once in every six months if possible. The training will improve the agents of Brother Contact Center's competency both technical skill and soft skills that can affect the agents can provide the correct information and service with excellent communication skill.

The interface of Brother Solutions Center website should be improved or translated to Thai which can provide the convenience for Thai customers to search for more information about product or the solution by themselves. They may successfully solve the problem by themselves without contact Brother Contact Center. Furthermore, the inquiry form in Brother Thailand's website should be adjusted by increasing the mandatory space to direct customers to provide enough information that the agents need and in the web page of Brother Thailand's website that mentions the e-mail address of Brother Contact Center (Thailand) should list the information that the

agents need to identify the problem from customer's inquiry e-mail. This website interface adjustment can help the agents provide more accurate solution to customers and can complete their recommendation without asking customers to search for more information from other sources.

Brother Contact Center is the division that Brother's customer considers as the first priority source of information. To support customers with quick response via e-mail both in work hours, over work hours and on weekend, Brother Contact Center should gather all information that needed for answering customer's inquiry e-mail in the integrated system so that the agents of Brother Contact Center are promptly search for more information they need without waiting for data from other departments. This can create more efficient work flow, save operating time, increase the speed of e-mail response and reduce customer's waiting time which can affect customer satisfaction.

Brother Contact Center should collect all information that customers have provided from every channel that those customers have contacted them. In case of the customer contact Brother Contact Center in the future and give incomplete needed information in their inquiry e-mail. The agents can search for the information from the previous contact and can assume what the lack needed information is. Then, they can identify the problem more correctly and find the right solution. This recommendation is derived from the findings of the previous study. Patil (2011) clarified that the business intelligent (BI) of contact center is the information of previous contact of each customer. The more the agent knows about the customer, the better the quality of service delivered.

## **5.2 Limitations of the study**

The findings of the current study should be viewed in light of the limitations. Firstly, ten customers were interviewed telephonically and three Brother Contact Center's agents were interviewed in-person. These samples were selected by nonprobability method depending on the convenience of participants. Hence, these samples may not be able to represent the opinion of the majority population.

Secondly, for collecting data from the agents, the collected data may be distorted because the agents of Brother Contact Center might not be willing to give the internal information of their operation. In addition, each customer faced the different problem and received the solution from different agents in different situation so it's complicated for data analysis because each customer have different attitude toward the service of Brother Contact Center.

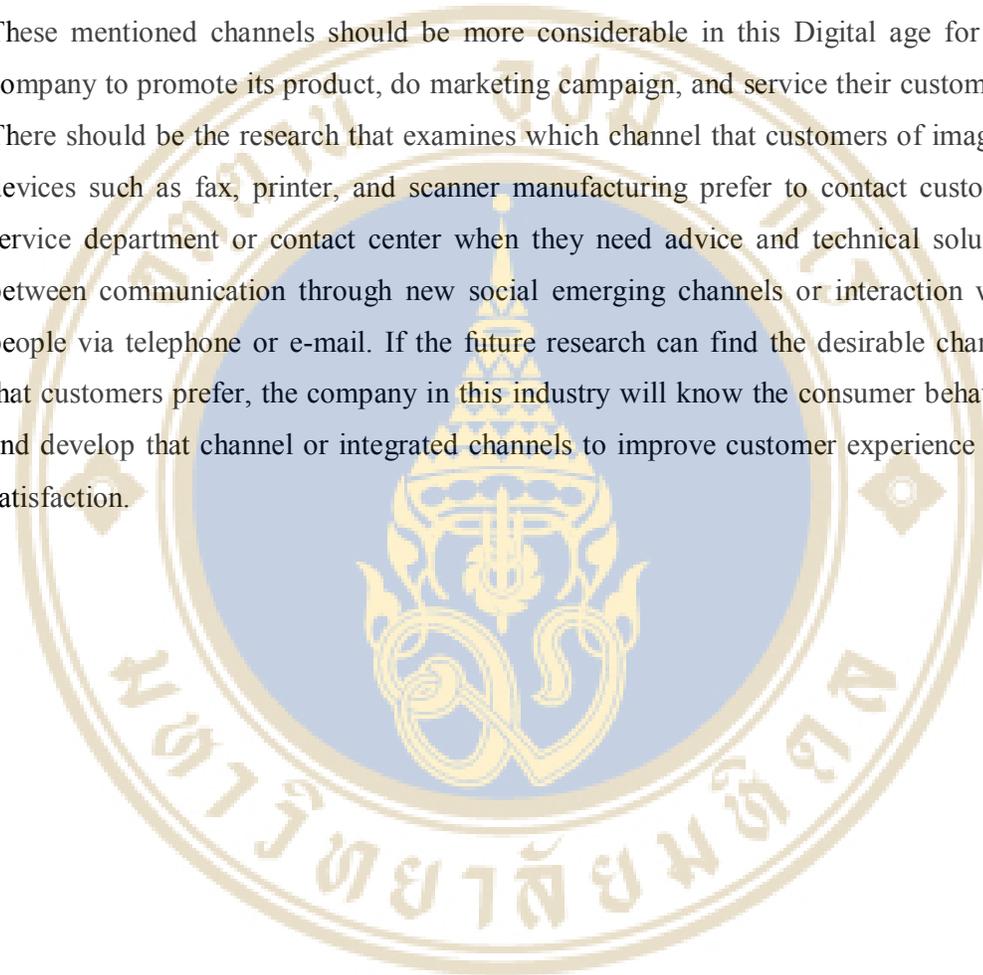
Lastly, this research identifies the data to find the factors that affect customer satisfaction, especially from the e-mail inquiry service. The factors that can affect customer satisfaction in this industry may differ from those found in this research if the data collection is conducted with other services of the company such as telephone inquiry service and consultant service in Facebook fanpage.

### **5.3 Recommendations for Future Research**

It is suggested that future research should increase the number of participants. The small sample size (ten customers and three agents of Brother Contact Center) may not be the good representative of the majority population. The result of the research can be misinterpreted. The larger sample size can provide more viewpoint and attitude which is beneficial for the findings and practical implications. For the qualitative research that use the in-depth interview method for data collection, the sample must be big enough to assure that there are likely all of the important perceptions and there is no distinct factors related to this study. The convenience samples should be used for the effective sample selection.

To avoid the distorted data from the internal officers (in this case is the agents of Brother Contact Center), the researcher should clarify the objective of this study that can benefit their daily operation and improve customer satisfaction. The benefits of the study will encourage the internal officers give the useful output. Furthermore, repeat customers, occasional customers, biased customers and desirable customers will altogether have a chance to be samples for this study. Therefore, the samples can be the representativeness which signifies the perception of the majority population.

The study on the new emerging channels can also benefit the operation of contact center or customer service department. Customer Contact Center nowadays establishes many channels to help their customers find the solution or learn how to use products by themselves such as Youtube channel or IVR system that allow customers a convenient accessibility. Nowadays, the social media website plays an important role in people's daily life. Most people have accounts on Facebook, Twitter, or Instagram. These mentioned channels should be more considerable in this Digital age for the company to promote its product, do marketing campaign, and service their customers. There should be the research that examines which channel that customers of imaging devices such as fax, printer, and scanner manufacturing prefer to contact customer service department or contact center when they need advice and technical solution between communication through new social emerging channels or interaction with people via telephone or e-mail. If the future research can find the desirable channel that customers prefer, the company in this industry will know the consumer behavior and develop that channel or integrated channels to improve customer experience and satisfaction.



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