

## **Emotion in Service Operations: New Data, Opportunities, Tools and Insights**

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Emotion is clearly a part of service delivery, and studying it is extremely difficult. My talk will discuss how this dilemma can be resolved with *Digital Traces* of organic data, meaning data retained by technology-mediated service platforms. The talk will describe multiple studies relating emotion of customers and service agents. Some older studies use traditional tools, such as interviews, surveys and experiments. Recent studies use data collected through online service platforms. The talk will present findings regarding the dynamics and effects of customer emotion on service employees and service operations. The unobtrusive view into service conversations that the new data describe confirm findings in previous, traditional methods, yet offer new insights that significantly expand what traditional methods could show. Specifically, the new data show patterns of customer emotion, their dynamics within a service conversation, their effect on agent and customer behavior, and on customer satisfaction. The new tools and data find, for example, far less customer negative emotion than agents seem to recall, and show previously undocumented effects of customer positive emotion as a motivating factor on agent responses, influencing agent response time and availability to customers. The talk will show the value added of new Digital Traces data and methods for research on customer service and emotion. The presented findings suggest exciting opportunities for integrating real-time assessments of customer emotions in the design and management of service delivery.