

# Call Centres' Integration in the Abode of Ex-Colonized Countries: Morocco as a Case Study

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## Abstract

Over the last few years, many companies around the world have gained a growing awareness that global competition has reduced products and profits. This is why most companies found that managing customer relationship in an efficient way can be regarded as a key to success in today's business world. To achieve this goal, they aimed at placing a big emphasis on time and quality, which means that customers should be served considerately at any time and from anywhere. Indeed, a call centre is believed to be the best solution for this type of service; it is the place where there are a number of agents who are supposed to be well trained and skilled enough to meet the requirements of their customers. Morocco, similar to many other countries, has witnessed the implementation of a number of call centres. Big French companies have decided to take advantage of various facilities that some African countries like Morocco tend to provide. However, it should be acknowledged that this integration has been associated with various linguistic and cultural problems. The present paper will try, on the one hand, to shed some light on the history and definition of call centres and, on the other hand, to put under scrutiny the advantages and disadvantages behind locating French call centres in Morocco. The main aim behind this analysis is to check whether Morocco has been successful in attracting these centres or not.

**Keywords:** Call Centre History, Definition, Outsourcing, Location Advantages, Location Disadvantages

## 1. Introduction

In recent years, the influence of technology on customer relations in both public and private sectors has dramatically increased. Nowadays, most corporations tend to place

emphasis on the use of various types of technology to conduct their businesses and get in touch with their customers. These technological advances have really contributed to the improvement of communication tools around the world. The telephone, for instance, played a vital role in human history. “The ability to communicate instantly, across vast distances changed society, business enterprise and human dynamics.” (William Durr, 2001, p.1), Today, telephones are everywhere and everyone seems to know how to use them correctly. When we compare the advantages of telephones to the other means of communication, such as mailing letters or messenger services, it is very easy to understand why the telephone is preferred. In the past, most big western firms were accustomed to doing business with their customers by telephones. More importantly, the majority of these firms looked at the telephone as the primary tool of communication in the business world. In brief, “Telephones were originally seen as a tool exclusive to the business world” (Andrew J. Waite, 2001, p.20).

The call centre organization, which globally grows at a very high rate every year, depends on a wide number of channels through which customers can get in touch with call centre agents like the telephone, Internet, assisted browsing, web chat, mail solicitation, fax or email. For call centre managers, mediums of communication are numerous and as long as these choices exist, customers will, no doubt, try to use them all as Waite shows in the figure below.



Figure 1: Customer Contact Options

Source: (Andrew. J. Waite, 2001, p.8)

It should be mentioned that call centres with their several developed tools of technology, not only responds to the various needs of customers all over the globe, but also has a significant impact on economies and the way companies do business.

## 2. History

The first call centre was created in 1973. It was considered “as a joint venture between what is now Rockwell Electronic and Continental Airlines” (Durr, p.11). Airlines companies were the first ones to use call centres because they were interested in selling airplane tickets. After

that, a lot of companies became aware that call centres can play a significant role in helping customers conduct business transactions with them. Today, “customer service is a global proposition that can be delivered anywhere” (Natalie Calvert, 2004, p. xxi). As a consequence, call centres have been established in various parts of the world, because they play a major role in meeting the requirements of their customers.

Formerly, most companies were accustomed to conducting businesses through individual and personal visits. Most of the time, they had to travel to visit their customers. However, this way proved to be very expensive and enduring. Nowadays, the majority of companies believe that the call centre is the best point of contact between them and their customers because they believe that “a call centre’s services can be essential for the smooth running of a business” (Duane E. Sharp, 2003, p.5).

The first call centres were made of large rooms with a PBX (private branch exchange), phones and desks of service representatives who receive calls over the phone. Customers, in many cases, used to endure long response times and had to repeat a lot of information about their problems, but in the following years, things have changed for better and call centres had to bring significant technological changes that were integrated into nearly every organization around the world. It can be even said that “with the Internet and potentially rapid response opportunities, new ways for customers to reach companies-email, web chat and Voice over Internet protocol (VoIP) have been added to the traditional forms of communication” (Sharp, 2003, p.5).

In the early years, the call centre dramatically changed from simply receiving calls into a more complex and sophisticated environment. In other words, the role of the modern call centre has now improved thanks to the types of skills and experiences needed to get in touch with customers. It should be noted that most call centres, if not all of them, have come to realize that they must provide the right atmosphere in order to add something positive to their businesses and satisfy their customers because “the call centre really adds value to the business by contributing to the development of new initiatives” (Calvert, 2004, p.45).

Interestingly, call centre agents have a lot of issues to consider in their daily contacts with customers. Their main aim is to provide their customers with a sense of satisfaction before and after sales. To achieve this goal, call centre employees need to have the right pieces of information accessible on their screens at any time, from anywhere, in any form and for free. It should be mentioned that every minute, agents keep receiving orders and delivering answers to customer questions in order to achieve mutual satisfaction through decreasing customer waiting times and improving customer satisfaction. However, to facilitate this mission, a number of customer communication mechanisms as well as technology processes should be well established to ensure that satisfied customers will, certainly, come back for more business.

It should also be stated that the ability of call centres to deliver services at the right time did not happen overnight. Generally, call centres worldwide have been facing a number of

financial challenges especially with regard to technology development, training provision, staff selection and yet most organizations, if not all of them, still insist on using them. Bearing this in mind, it has been claimed that “in spite of the high costs of a call centre, most organizations, large or small, that value customer service and strong customer relationships need to have one” (Sharp, 2003, p.4).

### 3. Definition

Certainly, call centres are an increasingly important part of today’s business world; they provide new work opportunities for a huge number of young people all over the world and they serve as a primary customer-facing channel for firms in different parts of the globe (See Armony et al., 2007). Call centres strive to meet the requirements of their customers and provide them with a sense of satisfaction before and after sales. Call centres are generally defined as “a place where callers can quickly and efficiently conduct transactions with trained skilled company representatives, or obtain needed information from automated sources” (Durr, 2001, p.11). This

means that call centres are considered as important places, as they embrace sophisticated technology tools and human resources. Moreover, their importance lies in their components and capabilities which keep moving with changes occurring in networking, information systems, business requirements, human resources and the general atmosphere that they serve.

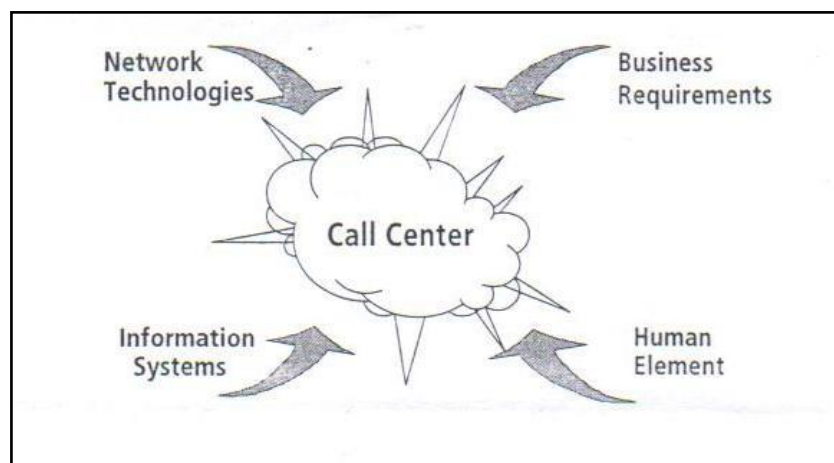


Figure 2: Call Centre Components

Source: (William Durr, 2001, p.12)

In fact, it seems that it is easier to explain what a call centre does than to try to define it. A call centre, as a matter of fact, is the point of access for all customer connections; it is the

place where customers can make any type of demands and expect a meaningful response. Moreover, technology and people with the required skills, training and motivation all meet to serve this interaction. Once these components are available, a company can establish and advertise an entry point where customers can receive answers to their problems. In this regard, the call centre can also be seen as “a work environment in which the main business is mediated by a computer and telephone-based technologies that enable the efficient distribution of incoming calls to available staff” (Sprigg and Jackson, 2006, p.197). This implies that call centres tend to provide companies with the necessary means to deepen and streamline their relationship with customers by either selling them products or solving some of their technical problems related to telephones, fax, Internet connection, etc.

Call centres are playing a major role in today’s business world because they provide new work opportunities for a huge number of young people all over the globe, and they serve as a primary customer-facing channel for firms in different parts of the world (See Aksin, et al., 2008). However, as telecommunications and information technologies have advanced over the last several years, the tasks and missions faced by call centre managers have become more complicated. Moreover, many issues associated with human resources, management, sales and marketing have also become increasingly relevant to call centre operations. This idea can be clarified when we read that “call centres set up to reduce administration costs and deal with customer problems to the sophisticated customer management tool of the present day” (Calvert, 2004, p.45).

Undoubtedly, the skills and experiences needed inside a call centre are not only limited to agents, but also to other employees like managers and supervisors. So, to achieve call centre success, it is widely believed that each person inside the centre must be aware of his or her role and how to be successful in it. In other words, call centre employees need to cooperate and do their best in order to achieve new and creative opportunities that help them develop their products and services delivered to customers because it is believed that “the strength of the role is in using the intelligence which comes from your unique knowledge of your staff’s skill sets and the customer you are serving to help develop opportunities for the centre” (Calvert, 2004, p.45).

Furthermore, the call centre should be adequately equipped, which means that the centre should not only focus on budget, but also on staffing and facilities. In brief, agents or telephone representatives need to have access to the correct information once they are in need of it, and need to be sensitive to their customers’ needs so that they would be able to achieve customer satisfaction any time. This idea can be clearly demonstrated when “everyone should understand that the centre is, or is about to become the first point of contact for many of your organization’s prospects and customers” (Waite, 2001, p.40).

Interestingly, hiring motivated and skilled agents is more important than anything else in a call centre operation, because customers are more demanding and expect immediate response and intelligent help. Therefore, most call centres keep struggling to have the right number of agents to be available for handling the huge number of customer calls. Otherwise most

customers will quickly become unhappy and bored. So, to solve this problem, agents are provided with general plans that allow them to predict how many contacts they are going to receive and when they are going to occur. For developing customer contact services, “the need for an overall plan becomes obvious. Every decision must be viewed in terms of its impact on others and on overall results and direction” (Brad Cleveland, 2012, p.21).

A quick look inside a typical call centre reveals complex interactions between agents and customers calling into the call centre to receive help or service. Generally, these calls are usually received and classified, then transferred to an available agent who tries to deal with them depending on their type. To clarify this fact, we understand that “while traversing through the call centre, calls occupy trunk lines, wait in one or several queues, abandon queues, and are redirected through Interactive Voice Response—the agent or some predetermined self-service destination” (Anton, et al., 1999, p.23).

However, since agents have different call-handling skills, and since the number of calls received is usually very high, it is the customer’s demand that will determine whether the agent will deal with the call or transfer it to another colleague. Once the call is answered, it then leaves the call centre. The most important objective of the centre is, first, to achieve a high service level by trying to get the caller to an agent in the shortest time and, second, to provide the caller with the appropriate information in the most efficient manner. So, “to meet these potentially conflicting objectives, call centre managers are challenged with deploying the right number of staff members with the right skills to the right schedules in order to meet an uncertain, time-varying demand for service” (Askin et al., 2008, p.666).

When the call centre receives a call from a customer, various technology tools will attempt to transfer the call to an available agent. But, because the number of customers is always very high, it is often difficult to find an agent who can immediately answer the phone call. This means that the customer will have to wait for some time, or immediately hang up after receiving no service. Once connected to an agent, a customer will speak to that operator for some time and then, the customer will be either served or transferred to another colleague for further help. It should be understood that “the quality of the service is viewed as a function of how long the customer must wait to receive service and the value that the customer attributes to the information and service that is received” (Aksin, et al., p.666)

In fact, it has been widely acknowledged that the majority of callers are inherently impatient. For example, when a customer call is not answered within a short period of time, he or she quickly hangs up and may either retry later or refrain from calling again (See Iravani and Kolfal, 2007). So, to overcome this problem, call centre managers do their best to minimize the number of abandonments, because they are associated with a negative waiting experience and as a consequence, they might lead to loss of goodwill. In addition to this, they try to create high levels of value for their organizations and provide customers with feelings of community and coordination. For call centre managers, “everybody knows what the mission is and everybody is pulling in the same direction” (Cleveland, 2012, p.418). In many organizations, call centre managers consistently get excellent results because they view the

tasks and mission a total process. That is to say that they make sure that everyone inside the centre has a basic understanding of how call centres operate and develop an effective and collaborative planning to support the organization's direction.

#### **4. Outsourcing**

In the last few years, the changing business environment together with the increasing competition in the economic sector have forced a wide range of corporations to follow new policies and strategies in order to achieve a variety of customer requirements and improve their profits. Bearing these facts in mind, most corporations around the globe have become aware of the competitive advantages of outsourcing or transferring some of their functions or activities to other areas where they can take advantage from some facilities. In this regard, it is argued that outsourcing can mean "The transference of an activity or function both outside the company and outside the country" (Hollingshead et al., 2011, p.171)

It is true that outsourcing can be viewed as an alternative to building a big call centre, or it can be used to support a company's call centre operations. More importantly, outsourcing can be seen a good strategy for new companies or for those which are unsure of what their call centre needs will be. In short, outsourcing allows a company to buy call centre services without investing in expensive equipment, software, facilities, or labour. In other words, "outsourcing is a good technique for testing new concepts, products, or services without incurring capital expenses. A new campaign can be tested without incurring the costs involved in buying communication equipment or hiring additional employees" (Sharp, 2003, p.126).

Definitely, outsourcing may appear in different forms. Some companies may choose to focus on their core business and outsource some of their functions and activities to other countries where they can take advantage from their lower labour costs, but the other case focuses on those companies which already have one call centre, but do not wish to open another to escape growth requirements. Therefore, they decide to contract with an outsourcing supplier to do the job for them. To clarify this fact, it is stated that "outsourcing comes in many forms. A company can set up its own call centres in a foreign country to take advantage of lower labour costs. Or a company can contract with an outsourcing supplier to set up and run call centres for domestically or in foreign countries" (Emily Yellen, 2009, p.133).

Today, it has become evident that technological advances have contributed to the improvement of communication tools and outsourcing businesses around the globe. For instance, to get in touch with call centre customers, a phone call will, no doubt, help agents to do the job properly without the need for being in the same place with customers. However, to assign an outsourcing representative for a call centre is not a simple task because transferring some or most activities outside the mother firm may create a lot of serious problems. This is due to the fact that it is still very difficult to ensure that an outsourcing company's employees are doing their best to provide the same quality of work and achieve the same goals as the

mother firm does. In brief, it should be mentioned that “setting up an outsourcer vendor for a corporate centre is a complex task (...). It is difficult enough to ensure that a company’s own employees are managing customer relationships correctly” (Sharp, 2003, p.4).

Since the goal is to reduce costs, a big number of plans are looking for new and creative ways to outsource big parts of their activities overseas. For them, making a contract with an outsourcing firm will help them get rid of many expenses and more importantly, they will allow them to completely remove sections of their business and outsource them to specialist firms (See Aksin et al., 2008). This offers the benefits that the service will probably be cheaper and, possibly also, of higher quality. To shed some light on this fact, “we see outsourcing when a plant has to reduce administrative functions and has to be compliant with every requirement and every new standard. It gets to be a lot of money. And contracting with a firm that will provide that, and then spread those costs over a large base can be very cost-effective” (Peter Kongstvedt, MD, principal of PR. Kongstvedt Company, LLC, in McLean, VA, quoted in Hoisington, 2012, p. 22).

Accordingly, it is widely believed that, today, geographical boundaries are no longer limited to any area, which means that developed communication tools have enabled connections between customers and agents to occur globally. Therefore, outsourcing can exist either in the form of foreign direct investment where the firm relocates or expands its department abroad or through sub-contracting abroad, where the firm buys the service from another overseas firm. However, it is also widely believed, that many operators of call centres are accused of having low-skilled employees, because they are not adequately trained to deal properly with western customers, and because of their accents which do not sound to please Westerners. In an attempt to clarify this idea, it is asserted that “despite all promises, foreign contact centres have gotten a reputation for bad service among customers, who have repeatedly expressed dismay at speaking to agents whose accents they found hard to understand” (Yellin, 2009, p.134).

Undoubtedly, firms which deal with outsourced call centres need to take some specific steps in order to ensure that they are getting the best out of their relationship with the outsourcer, because “the relationship between a company and its outsourcer needs to be managed in the same way as the relationship between a company and its customers”(Sharp, 2003, p.126). More specifically, the outsourcer is also required to clearly define the objectives and responsibilities he is expected to achieve. In this respect, “to succeed in the customer contact centre business, there is one absolute! Your company must establish a clear role for the customer call centre. This means clear objectives and lines of task demarcation must be laid out” (Waite, 2001, p.35).



Today, mother firms aim at evaluating outsourcing services by paying close attention to whether or not outsourcers insist on selecting the right training staff whose experiences allow them to establish a good link with customers and deliver the required service. In other words, mother firms tend to check the extent to which outsourcers are able to conduct business in the same way as they do. For some researchers, “a major consideration should be whether the outsourcer is experienced in conducting business in the same way as the client company” (Sharp, 2003, p.126).

Morocco, as one of the most important countries in North Africa, has gotten most of the attention for being a contact centre destination. French companies like Web Help, ADM Value or Quality Shore, for example, led the way on call centre outsourcing to a number of Moroccan cities like Oujda, Rabat, Casablanca and other places by setting up call centres there to benefit from cheap labour and the large number of educated French speakers. Morocco, as a matter of fact, has a big number of French speakers even if French is not always spoken as a first language, which made of it one of the most important outsourcing centres for most French companies in Africa. In addition to this, the closeness to Europe and the colonial heritage with regard to language and culture have also contributed to this connection, which means that “it also usually means that a country was once colonized by a European power or occupied by the United States at some point in its history and left with a legacy of language skills and cultural understanding important to building a successful outsourcing workforce” (Yellin, 2009, p.160).

It should be mentioned that language has been considered as an important criterion for the implementation of call centres in Africa and, undoubtedly, Morocco is a country, which is already known and chosen thanks to its linguistic diversity. Various languages such as Arabic, Berber, French, Spanish, and English are all available in the Moroccan society. Today, there is approximately about 6, 912 languages all over the world, but some of these languages are seen just as varieties or dialects in other accounts ([www.ethnologue.com](http://www.ethnologue.com)).

Table 1. Distribution of world languages by area of origin

Living languages		
Area	Count	Percent
Africa	2,146	30.2
Americas	1,060	14.9
Asia	2,304	32.4
Europe	284	4.0
Pacific	1,311	18.5
<i>Totals</i>	7,105	100.0

According to the table above, Asia and Africa have a larger number of languages than the other places. The *Count* column in the table gives the number of living languages that originate in the specified area. Normally, a language is considered a living one when it has at least one speaker for whom it is believed to be his or her first language, but languages that are used as a second language are excluded from these counts. For the *Percent* column, it tends to give the share of the count for that area as a percentage of the total number listed at the bottom of the Count column.

Admittedly, the circumstances within Morocco, which made it so ready for this role, are numerous. For instance, the strategic geographic situation and the closeness to Europe have really made of Morocco one of the most important countries in North Africa. Moreover, despite the fact that literacy rate is not very high, it is widely noted that Moroccans are generally well-educated, and at least bilingual. French is widespread because of years of French rule. So, a call centre worker in Morocco, who usually has a university degree and is said to be proficient in French, can earn a starting salary of two thousand and five hundred Dirhams per month, answering customer service calls for French customers, whereas a call centre worker in France with only a high school diploma would start at about four times that to answer the same calls.

It should be mentioned that it might be taken as a bad sign when a country possesses some characteristics that international corporations look for when they want to decide where to locate their outsourced call centres. After all, “it probably means the country is a developing nation with high unemployment and high poverty rates, since wages in out-sourcing locations have to be low compared to those in the developed world” (Yellin, 2009, p.160).

Nevertheless, there could also be a number of good signs behind being a location for an outsourced call centre. It can mean, for instance, that there is a clear will of the country's ongoing economic and political development. It can also mean that business can be conducted with minimal costs thanks to a solid infrastructure and the educated, multilingual workers who deal with the technology tools in their call centres.

## **5. Methodology**

In an attempt to check whether or not there could be any potential impact behind implementing French call centers in Morocco, the need for conducting a study has been a necessity. The choice has fallen upon three call centers. The first one to deal with is called ADM Value and it is based in ADM Value Building close to the University of Mohammed Ist in the Oujda, a city in the east of Morocco. This center has officially opened its doors on the 26<sup>th</sup> of March 2009, and is considered the first one to be implemented in Oujda and the fourth in Morocco after those in Casablanca and Rabat. When this center started, it created new job opportunities for more than 70 agents or operators and for four supervisors.

In the following years, the center has developed its missions and created more job opportunities for young Moroccans. The number has moved from 70 to almost 150 agents up till now. ADM Value consists of five floors equipped with the most appropriate technology for the type of work required. ADM Value is a small agency of the parent firm based in Paris (Boulogne), and it provides only outbound services, which means that agents are not expected to solve any technical problems of their French customers with regard to telephones or the Internet, but they are mainly supposed to make a number of calls with the aim of selling some products.

Certainly, all the people who get in touch with ADM Value are French. Consequently, agents who want to be hired in this center are supposed to have a good level of French so that they would be able to meet the requirements of their French prospects. Only a small number of people in this center are male, whereas all the remaining ones are female. In addition to this, ages range between 20 and 39 years; all employees declare they have got their diplomas, at least the "Baccalaureat" degree or its equivalent; only 5 agents reveal they have already got some work experience in other call centers or in marketing. All of them deal only with outbound calls, and the majority also report they are married and have at least one child (see Table 1).

As for the second call center which is under focus is also located in Oujda. Its name is Quality Shore and its address is Rayan building, upstairs Trocadero café in Oujda. However, unlike ADM Value, Quality Shore seems to be newly created especially when compared to all the ones located in Morocco. More importantly, Quality Shore is not as big as, and has less functions and missions than the first center. It was built in 2012 and it employs a small number of agents. Even for the type of service, Quality Shore also provides just outbound

services, which implies that agents keep only making calls for the sake of selling their products, but never receive any requests for help.

Quality Shore tends to hire new operators whenever the center is in need of them, but generally speaking, forty is the highest number of employees accepted inside this center, including managers and supervisors. In addition to this, the number of females also outnumbers that of males. According to the manager of Quality Shore, this fact is due to the idea that females are more patient with the type of work required in call centers, unlike males who cannot remain seated for eight hours a day without leaving their places for smoking or whatsoever.

The last call center in question is named Web Help and it is based in the city of Rabat. In fact, there are five call centers located in Rabat, but my focus has been put on Web Help because it is the oldest and the biggest at the same time. Web Help, located at 28, Allal Ben Abdellah Street and created in 2002, started business with 400 agents and supervisors. At that time, it was considered the first center in Morocco and its equivalent was the second in France. Nowadays, Web Help provides job opportunities for more than 1200 young Moroccan operators, including managers and supervisors. Of course, this huge number of employees reveals that this center is very big and its functions, missions as well as the technological equipment used in it are among the most important ones.

Similarly, males here represent a small number of agents when compared to the other sex for the same reasons mentioned above. Ages also range between 20 and 43. Moreover, the same criteria for hiring new agents are also demanded, which means that most of the agents are at least “Baccalaureat” degree holders. At the same time, many others mention that they are following their studies at the University, or in some private schools. Only 4 agents are single while all the others are married and have at least one child. However, unlike the previous centers in Oujda which focus only on outbound calls, Web Help differs with them in that it tends to deal with both inbound and outbound calls. This implies that operators either keep making calls to conduct business with their prospects, or receive calls to solve some technical problems of their French customers.

## **6. Location Advantages/Disadvantages**

Over the last decade, it has been widely noted that a big emphasis has been placed on some areas associated with the emergence of information service economy. Many call centres around the globe aimed at examining the various possibilities of using information and communication technologies to enable companies to gain access to distant industrialized markets and attract more mobile service investments. This part is concerned with the extent to which some countries, like Morocco, are likely to benefit from the quick growth of call centre activities. The results explaining both the advantages and disadvantages of location are investigated, and the extent to which Morocco is capable of attracting call centres is considered.

In fact, it can be safely argued that the first and most important advantage behind locating French centres in Morocco is related to the creation of new job opportunities for young employees who can meet customer requirements. As a matter of fact, the removal of the need for face-to-face interaction with the customer, together with various advances of network technologies has led to the creation of numerous jobs in various Moroccan cities over a comparatively short period of time. There are large numbers of young Moroccans who feel very glad to work in the ICT service industry and, therefore, French organizations are looking at them as employees, who can serve mainly French-speaking customers who live in France. It should be noted that the cost of doing business in Morocco is relatively very low when compared to the majority of western countries where the cost of doing business remains very high. In this regard, “the quantity, quality and, most importantly, cost of labour in any given location will play a significant role in the firm’s location” (Buchanan and Koch-Schulte, 2000, p.5).

The second advantage has to do with the nature of work inside these centres. Interestingly, it is widely believed that working inside call centres will, definitely, allow Moroccan agents to develop and vary their skills relating to customer services such as communication skills, team working skills and customer service skills. Today, the majority of call centres tend to expose their agents to training programs in order to provide them with the latest methods and ways of how to deal with customers and manage their relations in the right way. It should be stated that “once CSRs have been hired and properly trained, retaining them is just as important as retaining customers. Customer service representatives need to be kept up to speed on support methods, products and processes (...) so that agents can satisfy customers in the best manners” (Sharp, 2003, p.7).

As for the third advantage, it is also of great significance. In fact, no one can deny that the implementation of call centres in a country will, no doubt, bring a new work culture to that area. Clearly, Morocco is one of the countries known for its diverse cultural heritage and openness on other cultures. Moroccans are tolerant and open-minded. They love meeting new friends and get in touch with other people from other areas. This implies that working in French call centres located in Morocco and being exposed to customers from different areas and cultures can play a vital role in the exchange and modernization of the work cultures between the two countries. To support this fact, it is argued that “while there is no guaranteed formula for creating a supporting culture, many seasoned managers agree that shaping culture, or more correctly, enabling it to flourish is a primary leadership responsibility” (Cleveland, 2012, p.420).

The fourth advantage is closely connected to the new types of employment that call centres may bring to these areas. Surely, if we take the example of the eastern region of Morocco, we find that most people do not have much knowledge about call centres, nor do they know about their tasks and missions, unlike the west where young Moroccans are familiar with call centres and have been working there a long time ago. So, with the implementation of the call

centres in some eastern cities like Oujda, for instance, many young workers have become aware of the existence of such types of job in their region.

As for the last advantage to be mentioned in this context, it has to do with the notion of creating jobs not only for men, but for women as well. Today in Morocco, it should be confessed that women are playing a major role in the society. They participate in different domains, including the private sector. Women are working hand in hand with men and they have proved that they can hold the same responsibility of him. As a consequence, the integration of call centres in Morocco will, no doubt, lead to the provision of work for this category of individuals, which may help eradicate the outflow of the youth, a problem that has affected so many regions.

However, it should also be noted that there are many disadvantages associated with locating French call centres in some areas such as Morocco. The first and most significant disadvantage pertains to the bad and difficult working conditions that these centres tend to impose on their employees. These conditions are represented in some cultural and linguistic imperatives that seem to affect the actions and representations of Moroccan operators during their interactions with French customers. Since this type of work is based on providing voice-to-voice service to customers calling from France, Moroccan agents are always worried, uncertain and even afraid of not being able to reach customer satisfaction during their conversations. This fact becomes very obvious when we see that Moroccan operators are forced to change their real names for French one. The aim behind this fact is to please the French customer and make him believe that he or she is interacting with a real French agent talking from somewhere in France.

2.2: Job satisfaction						
	Observed number in ADM Value	Observed difference in % ADM Value	Observed number in Quality Shore	Observed difference in % Quality Shore	Observed number in Web help	Observed difference in % Web help
High job satisfaction	3	10,00%	1	5,00%	1	2,50%
Moderate job satisfaction	3	10,00%	1	5,00%	1	2,50%
Slight job satisfaction	9	30,00%	8	40,00%	12	30,00%
No job satisfaction	15	50,00%	10	50,00%	26	65,00%
Total	30	100,00%	20	100,00%	40	100,00%

Based on the results from the table above, it is observed that almost all the operators who work in the call centers under focus share the same feelings of dissatisfaction. Moroccan

agents are not allowed to use their mother tongue inside the centres even in their breaks or with their colleagues. Only French is authorized and with much focus on accent and pronunciation. Also the, Moroccan staff is not allowed to benefit from their local, religious and national holidays, but instead they can take advantage from the French ones. In short, Moroccan employees are asked to put aside their linguistic and cultural context and pose as real French for more than eight hours a day for the sake of pleasing French customers.

The second disadvantage is also associated with a very negative impact on the Moroccan employees because it is closely connected to their physical and social life. Generally, French call centres employ customer service representatives who exert themselves in offices that most of the time consists of a chair, computer and a communication device, and where they have to deal with both incoming and out-coming calls. This means that agents may talk to a big number of customers during their eight to twelve working hours. Each call must be carefully dealt with without having the call centre agent leaving his or her work office. Bearing this fact in mind, Moroccan operators have become unwillingly victims of great health problems such as stress, impaired sleep, nausea, eating and sleeping disorders and other troubles.

	Observed number in ADM Value	Observed difference in % ADM Value	Observed number in Quality Shore	Observed difference in % Quality Shore	Observed number in Web help	Observed difference in % Web help
Heavy stress	15	50,00%	10	50,00%	26	65,00%
Moderate stress	9	30,00%	8	40,00%	12	30,00%
Slight stress	6	20,00%	2	10,00%	2	5,00%
No stress	-	0,00%	-	0,00%	-	0,00%
<b>Total</b>	<b>30</b>	<b>100,00%</b>	<b>20</b>	<b>100,00%</b>	<b>40</b>	<b>100,00%</b>

Table n° 2.1.2: Sleeping disorders						
	Observed number in ADM Value	Observed difference in % ADM Value	Observed number in Quality Shore	Observed difference in % Quality Shore	Observed number in Web help	Observed difference in % Web help
Severe sleeping disorders	3	10,00%	1	5,00%	1	2,50%
Moderate sleeping disorders	3	10,00%	1	5,00%	1	2,50%
Light sleeping disorders	9	30,00%	8	40,00%	12	30,00%
No sleeping disorders	15	50,00%	10	50,00%	26	65,00%
<b>Total</b>	<b>30</b>	<b>100,00%</b>	<b>20</b>	<b>100,00%</b>	<b>40</b>	<b>100,00%</b>

More importantly, and due to the mentioned physical and psychological problems, Moroccan agents seem to have no social life at all because they are hardly able to sit with their families or read a newspaper because most of the times, they are tired and moody.

The third disadvantage has to do with the low and bad quality of the created employment that French call centres located in Morocco tend to provide for their agents in some areas. The experience of the call centre called ADM Value, or that of Quality Shore in the city of Oujda, for example, suggests that such regions may be able to attract only a limited range of call centre activities. Also, most centres do not require that the employees should have a high level of competencies, which causes a lot of problems at the level of interactions between Moroccan agents and French customers.



Table n° 2.7.1: Intention to leave						
	Observed number in ADM Value	Observed difference in % ADM Value	Observed number in Quality Shore	Observed difference in % Quality Shore	Observed number in Web help	Observed difference in % Web help
Great intention	18	60,00%	10	50,00%	26	65,00%
Moderate intention	6	20,00%	8	40,00%	12	30,00%
Low intention	6	20,00%	2	10,00%	2	5,00%
No intention	-	0,00%	-	0,00%	-	0,00%
<b>Total</b>	<b>30</b>	<b>100,00%</b>	<b>20</b>	<b>100,00%</b>	<b>40</b>	<b>100,00%</b>

It should be stated that after the acceptance of the new employees, most companies make them go through a training program for two weeks in order to get them used to the technical terms and the methods of work. Bearing this fact in mind, it is noticed that a huge number of agents consider the work inside call centres as a temporary job and, consequently, they have an intention to leave their posts once they can find an alternative.

As for the last disadvantage to be mentioned in this context, call centres tend to offer their employees a very limited amount of career development because promotion opportunities seem to be very rare. Further, call centres provide employment for thousands of young Moroccans most of whom have decided to quit their studies. It should be known that these centres may disappear overnight and leave many employees without a job, without a diploma that would help them look for another alternative.

3.1: Career prospects						
	Observed number in ADM Value	Observed difference in % ADM Value	Observed number in Quality Shore	Observed difference in % Quality Shore	Observed number in Web help	Observed difference in % Web help
Regular career prospects	1	4,00%	1	5,00%	4	10,00%
Moderate career prospect	2	8,00%	2	10,00%	6	15,00%
Slight career prospects	6	24,00%	5	25,00%	10	25,00%
No career prospects	16	64,00%	12	60,00%	20	50,00%
<b>Total</b>	<b>25</b>	<b>100,00%</b>	<b>20</b>	<b>100,00%</b>	<b>40</b>	<b>100,00%</b>

It should also be known that people who work in call centres do not have enough experience to try an alternative apart from telemarketing. This means that in case these centres decide to quit one day, Moroccan agents will find themselves in real difficult situation, especially that they do not master any other job.

## **6. Conclusion**

The general claim to be inquired for this paper is whether, as stated by several academicians and policy-makers, countries such as Morocco, which are capable of attracting call centres, should not seek to do so because of the various disadvantages associated with their implementation. Or, call centres should be thought of as a continuous development of the spirit of modernity and innovation that Morocco itself calls for. In fact, based on the analysis above, it can be clearly stated that French call centres implemented in Morocco, with their working conditions, seem to exercise a negative impact on the language and culture of Moroccan agents. However, despite all these drawbacks, it would be a cardinal error to suggest that Morocco should not welcome the implementation of these centres over its territories.

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