

Study of Delivery and Service Aspect and to Design an Ideal Delivery Process for Dealers of Maruti Udyog Ltd

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Abstract:

The general subject of this research was suggesting/devising measures and schemes in order to increase the service load at Competent Motors authorized service station and preparing an ideal delivery process for the competent show room. The research has been successful in determining the areas of delivery and service which causes dissatisfaction to the customers and suggesting measures in order to rectify the reason for customer dissatisfaction. Moreover an ideal delivery process has been prepared as a part of the research objective.

Primary research was conducted for the above mentioned objective and Personal interview as observation were the tools. For the purpose structure and undersigned scheduled were prepared. A total of 100 schedules were administered at Competent Motors and Unauthorized service station lying at the radius of 5 kms from Competent motors. A total of 70 schedules were administered at Competent motors and 30 at the unauthorized service stations.

The final conclusions were that the customers with the customer care parameters ranged between dissatisfied to somewhat satisfied, and the customer satisfaction with the general services parameters was exactly somewhat satisfied. The ultimate customer satisfaction at Competent Motors is just near about being somewhat satisfied.

Key words: Delivery, Service, Ideal Delivery Process, Maruti Udyog Ltd

Introduction

Automobile industry is the centre for many economies. The fate of the automobile industry holds up the mirror to what is happening economy-wide. Is there a boom? Or a slump? Is technology changing, or static? What is the degree of the choice? Of consumer awareness? What is the quality of marketing? The place of innovation? Is it domestic inspiration, or imported?

If one can answer these questions, then one can get the answer for the economy as a whole. It is no surprise, then that as the Indian economy opens up to the world, and becomes more market oriented and consumer focused, the automobile industry has seen many revolutions per minute, as it were. New models new companies, new technology, new options, new partnership and of course, new prices. Suddenly awakened buyers talk knowledgeable about MacPherson struts and ABS systems, instead of new dash board on the vulnerable Ambassador.

As automobile change, so do whole industries: Types, batteries, electrical parts, glass components, rubber products, the petroleum sector 9 new kinds of tube oil, unleaded petrol and even the steel mills. Can your tires handle the 200 Kmph burnt up by the Mercedes E220? Or a battery that needs no maintenance? And rear view mirrors that show you as much at night as during the day? How is the automobile component industry facing up to these challenges?

New Technology and Engineering

The new vehicles are coming up with new technology and engineering. The vehicles are cleaner and they are becoming increasing environmental friendly to promote clean air and green environment. Between 1989-2014, the new vehicles will bring down the emission levels over pre-89 uncontrolled period by 96%. The norms will come down from the range of 14-30

gms/kms 88 in 1989 to 1-2 gms/kms by 2011. In addition, the vehicles are more fuel efficient and have a better road worthiness. They are safer for pedestrians, drivers, occupants and passenger of vehicles and they are low noise and vibration.

Objective of the Study

- To suggest measures and schemes to increase the load of the service stations
- To suggest/design an ideal delivery system for Maruti Dealers

Scope of Objectives

- To determine the areas of delivery and service that cause dissatisfaction to the customers.
- To estimate the level of customer satisfaction with delivery and service aspects of Competent Motors.
- To identify the priorities of customers for choosing an authorized as well as unauthorized service station.
- To suggest measures in order to rectify the reasons for customer dissatisfaction.
- To suggest measures and marketing schemes to attract and retain customers at Competent Motors.
- To study the current delivery system at the showroom and prepare an ideal delivery system for Competent Motors.

Situation Analysis of Competent Motors Service Station, Gazipur, East Delhi

The situation analysis is of Competent Motors Service Station, Gazipur, East Delhi. The SWOT analysis enabled us to have an effective preliminary background of the service station before conducting the survey.

Strength

- Competent Motors Service Station, Gazipur, East Delhi has been in business since very long time. He has several dealerships in Delhi due to this fact it enjoys goodwill and has awareness level in the market.
- The service quality is good
- The old customers have strong degree of brand loyalty for Competent Motors which is evident by the fact customers come from all corners of Delhi including outskirts to purchase their vehicle from Competent Motors as well as for servicing and repairs too.

Weaknesses

- There is no proper parking arrangement for cars
- The front office of the service station is not large enough
- Customer lounge is small in size and lacks proper seating arrangements.
- No canteen and food facility are present at Service station.

Opportunities

- Competent Motors with its quality service has built strong goodwill in the market over the years. This goodwill can be further capitalized.
- Competent Motors is located in an Industrial area.

Threats

- The looming competition for new entrants i.e. Hyundai, TATA, GM etc.
- Local unauthorized dealers take less time and services the vehicles under the observation of the customers. Moreover they offer cost effective services.

Research Methodology

Our objective involved coming up with marketing schemes to increase the service load at Competent Motors Service Station and creating an ideal delivery process for the Competent Motors showroom. With the light to the looming threat of competition from other automobiles companies this project was aimed at increasing the service load of the dealers in Delhi in order to enhance their financial power.

The data was gathered by conducting primary research. The tools of data collection used were personal interviews and observation method. This was essential as we had elicited suggestions from the customers for ideas/schemes generation. The observation method was used to study the present system, identify the inadequacies and suggest an ideal delivery and non disguised schedule was used gather data from the respondents.

Via these schedules customer's satisfaction regarding delivery and service aspects were determined suggestions were also elicited from the customers regarding the ways in which the areas of customer dissatisfaction could be effectively resolved. This method of data collection was used as we required information regarding customer satisfaction and this could only attained by conducting personal interviews.

We administered a total of 100 schedules at Competent Motors and unauthorized service at the same Locality and adjusting localities from 5 June to 15 June 2014. Each researcher had his individual target of 50 schedules the breakup of total 100 schedules was 70 from Competent Motors and 50 from unauthorized service stations.

Data Collection Design

The data collection used was personal interview and observation method both of which were considered in under to come up with schemes to increase the service load at

Competent Motors Service Station, Gazipur, East Delhi. With regard to the second objective that is : to suggest a ideal delivery process Competent Motors showroom ,personal interview and observation method were combined for data gathering purpose.

The schedule was structured schedule both close and open ended were present. The schedule begun by asking respondents about the process level of satisfaction regarding the delivery process. Only those respondent who had purchased the car with in the last 6 month were asked to respond to the questions regarding the delivery process. This part also included an open ended question aimed at eliciting suggestion to improve the delivery process, from the respondents.

The next part of the questionnaire was aimed at understanding the customer reasons for choosing the service stations. As the schedule was administer to all respondent both authorized and nearby unauthorized service stations. it was aimed at learning the customers basic priorities for visiting a service station.

The next part of the schedule was designed to assess the customer level of satisfaction with the service being offered Competent Motors service station.

The last part of the scheduled was aimed at eliciting the customer's response to certain the new schemes devised by us. The respondent was asked to rank these schemes from 1-7 as per his or her own priority. The observation method was used to study the functioning the service station and was aimed at understanding the flow of documents, the movement of vehicles and for making a situational analysis of the service station. Observation method was used at the showroom to study the delivery of cars, flow of documents and understanding the inadequacies of the present system which were causing dissatisfaction to the customer.

Sampling Design

A Sample size of 100 was chosen for conducting personal interviews at Competent Motors and unauthorized servile station lying with a 5 km service radius of Competent Motors service station. The sample had further quotas for the customers at authorized and unauthorized service stations. A quota of 70 schedules was administered at authorized service stations and rest 30 schedules were administered at unauthorized service station. The breakup of the limit was considered an ideal balance for the objective.

Sample Universe

The sampling universe comprised of all the Maruti Car owners residing with the city of Delhi.

Sampling Element

The sampling element was the no of the household owing the Maruti Car.

Sampling Area

The sampling area was the service station and unauthorized service station with a radius of 5 km from the Competent Motors service station.

Analysis Design

The percentage method was primarily used for analysis. The analysis also involved the calculation of certain indexes such as delivery satisfaction index and customer satisfaction index. The customer satisfaction index was further broken down into two indexes.

- Customer care satisfaction index
- General service satisfaction index

Both these indexes after calculation were combined to arrive at an ultimate customer satisfaction index.

The method of calculating these indexes is as given below

Delivery Satisfaction Index

A Literal scale was used ranging from very satisfaction to very dissatisfied to estimate the level of customer satisfaction. These were five statements in all. There were:

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Dissatisfied
5. Very dissatisfied

There were a total 11 parameters in the delivery satisfaction index. Weight ranging from 5 to 1 was given to the various satisfaction level (the 5 statements) these were. 5 was given to very satisfied , 4 was given to satisfied, 3 was given to somewhat satisfied, 2 was given to dissatisfied and 1 was given to very dissatisfied. With respect to reach to each parameter of the delivery process weighed mean was calculated as per the following formula:

$$\frac{\sum Wx1}{\sum W} + \frac{\sum Wx2}{\sum W} \dots \dots \frac{\sum Wx11}{\sum W}$$

The sum arrived at was divided by the number of respondents for this section.

Customer Satisfaction Index

Parameters	weights
A) Customer care satisfaction Index	30%
B) General services satisfaction Index	70%

Customer Care Satisfaction Index

The following parameters were included in this Index the following weights were given to them.

Parameters	Weights
1) Politeness and helpfulness of staff	5%
2) Facilities at Customers lounge	5%
3) Canteen and food facilities	5%
4) Explanation of work done and charges at the time of delivery	5%
5) Repeat Jobs	10%
TOTAL	30%

Customer care parameters were given at 30% weightage and General services parameters was given a 70% weightage.

General Services Satisfaction Index

The parameters of service general services satisfaction index were:

Parameters	Weights
1) Reliability of service	15%
2) Charges	15%
3) Delivery on time	10%
4) Technical proficiency & effectiveness of staff	10%
5) Genuineness of spare parts	10%
6) Ability of supervisors to understand problems	10%

More weightage has been given to charge and quality of work and reliability as these parameters are considered very important by the customers amongst the general service parameters.

Analysis

This analysis based on the schedule administer to the customer in order to analyze the customer satisfaction on the customer service is the service and delivery aspect of the dealership.

The scheduled were administer during the first 2 weeks of June the result obtained are given further in this report. The researcher was assigned Competent Motors. The scheduled were administered to maruti car covers at both the competent motors and nearby unauthorized service stations. In all a 100 schedules administered by the researcher, of which a lot of 70 schedules were reserve for Competent Motors service stations, the rest for unauthorized service stations .The schedules begun with basic information about the respondent, followed by the procedure, the delivery process, the dealership and the servicing aspects.

The questions regarding the delivery procedures and booking procedure were answered only by those respondents who had purchased their car within the last 6 months.

Findings

- **Cost Effectiveness**

About 60% of the respondents have ranked cost effectiveness as their 1st priority for visiting a service station

- **Proximity**

Nearly 67% of the respondents have ranked proximity as the rank 2 and 3. Thus proximity is an important factor for which the customer visits an service station.

- **Quality of Work and Service**

Nearly 60% of the respondents have ranked quality of work and service as an important factor for visiting a service station.

- **Timely Delivery**

Customer have been equivocal in their rating of it as an important and unimportant factor visiting a service station. 50% rank it as 1,2,3 and 4 another 50% rank it as 5,6 and 7.

- **Customer Care Service**

Nearly 56% customers have ranked it as 5,6 and 7 indicating that it is not a factor of high priority of those who visit an unauthorized service station.

- **Work Done In Front of You**

For this factor more than 62% of respondents rated it as unimportant by ranking it as 5,6 and 7.

- **Availability of Spare Parts**

This factor again is not very high in the priority of the customers while visiting an unauthorized service station, as 88% of the respondents ranked it as 5,6 and 7.

- **Service Station Aspect**

An analysis of respondents at the authorized service station:

- 1) Charges (Servicing and Spares):77% of the respondent were satisfied at authorized service station. only 1.6% were dissatisfied.
- 2) Reliability and quality of the service:76% were satisfied and 14% were dissatisfied.
- 3) Delivery at Promised Time:51% were satisfied and only 7% are dissatisfied
- 4) Politeness and Helpfulness of the staff:60% are very satisfied and only 4.4% are dissatisfied.
- 5) Genuineness of spare Parts:53% were satisfied and 4% were dissatisfied
- 6) Effectiveness of the staff:64% were satisfied and 14% were dissatisfied.
- 7) Quality of the supervisor:70% were satisfied and 5% were dissatisfied.
- 8) Role of station at the time of Delivery:53.2% are satisfied and 6.4% were dissatisfied.
- 9) Repeat Jobs:40% are satisfied and 7% dissatisfied.

Ideal Delivery Process

The researcher observed and analysed the delivery process. The following observations were made about the delivery process.

- There is heavy rush of customers coming for delivery between 2-4 P.M and 5-7:30 P.M.
- There are no trained technicians used in the delivery process.
- It was seen that preventive maintenance methods are usually not explained to the customers owing to lack of interest in the customers.
- Due to the parking Problem of new cars and heavy flow of traffic results in the dust setting down on the parked cars.
- There is an absence of a proper well equipped customer lounge.
- Absence of Executive Helper to support Customer care manager.
- The general mode of information to inform customer is only post and not supported by phone.
- No refreshment but water is provided to customer.
- Customer gets their RC after 4 days which customers don't like.
- Another cause for dissatisfaction is the late delivery of cars.
- Customer come for te delivery was not informed regarding the accessory which are present in house accessory shop.
- Another complaint was that the prices of these accessories are much higher than those available in the market.

Limitations

This research has been carried out at competent authorised dealership at Delhi and in specific to this dealership only.

Sampling Errors

- Methods of Sampling-Convenience. it is not a very reliable and scientific method of sample selection.

- Response Error-Inability and unwillingness of respondent prevent them evaluation their perception if not actual facts.

Suggestions and Recommendations

- A well-equipped customer lounge should be provided to the customer.
- Proper Canteen should be provided in service station itself.
- All the complaints which are there in the complaint box should be handled carefully and acknowledge to the customers who made the complaints timely.
- Proper parking space should be available for parking purpose and a supervisor should be appointed for that.
- A proper training should be provided to the supervisor in order to update them.
- Discount should be given to the customer who comes for the 6th service.
- Free service camps should be held in the nearby vicinity.
- They should come up with some sponsorship for events like fashion shows.
- Greeting should be sent to all existing customers on special occasions such as New Year.

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Maruti at a Glance