

**IMPLEMENTING CUSTOMER FOCUSED SERVICE CONCEPT
IN THAILAND'S MAZDA DEALER WORKSHOP**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2014**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic Paper
entitled
**IMPLEMENTING CUSTOMER FOCUSED SERVICE CONCEPT
IN THAILAND'S MAZDA DEALER WORKSHOP**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
May 3, 2014



.....
Mr. Kerati Yaemvathithong
Candidate

.....
Asst. Prof. Parisa Rungruang,
Ph.D.
Advisor

.....
Dr. Kiattichai Kalasin,
Ph.D.
Chairperson

.....
Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

.....
Dr. Astrid Kainzbauer,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

To complete this research, I would like to pay sincere gratitude to my advisor, Asst. Prof. Dr. Parisa Rungruang, who gave me a lot of valuable advice and time. I would like to thank her kindly attention, encouragement and patience while gave me a instructing. This research could not have been completed without her.

In additional, I would like to thank all twenty respondents for their valuable time with excellent information and willingness to help me to conduct this research and encourage me to brought the result of this research to implement to all Mazda's service workshop in Thailand to improve customer satisfaction and loyalty.

I would like to thank all of my colleague in sharing their knowledge and information during the research. I really appreciate their help.

Finally, I would like to said "Thank you" to my family, who encourage and always support me.

Kerati Yaemvathithong



IMPLEMENTING CUSTOMER FOCUSED SERVICE CONCEPT IN THAILAND'S MAZDA DEALER WORKSHOP

KERATI YAEMVATHITHONG 5549188

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. PARISA RUNGRUANG, Ph.D., DR. KIATTICHAJ KALASIN, Ph.D., DR. ASTRID KAINZBAUER, Ph.D.

ABSTRACT

This paper aims to study how to implement the customer focused service concept in Thai's Mazda workshop. The usefulness of the car is based on the customer's expectation. The expectation is not only up to the purchase of the car. It continues in after sales service.

In this paper, investigated about service quality, standards and employee hospitality have the relationship with customer satisfaction and loyalty or not which nowadays, most of the company believed that quality of service has become an aspect of customer satisfaction.

Qualitative approach had been used to conduct an in-depth interview in the study between two groups of respondents to test how service quality, employees hospitality and skills impacts to customer satisfaction and loyalty to Mazda service workshop. First group; conduct an interview with customer who drive Mazda's car and takes their car to service center to periodic maintenance and general repair. Second group; conduct an interview with employees who work as service manager at the dealer workshop.

KEY WORDS: Customer satisfaction/ Service quality/ Hospitality/ Customer loyalty

31 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
CHAPTER I INTRODUCTION	1
1.1 Car service industry in Thailand	2
1.2 The importance of car service on car sales	2
CHAPTER II LITERATURE REVIEW	5
2.1 Mazda Service Workshop	5
2.2 The Service Profit Chain	6
2.3 The service operation in Mazda auto workshop	7
2.4 Determinants of Service Quality	9
2.4.1 Service Standard	10
2.4.2 Employee Hospitality and skills	10
2.4.3 Customer Loyalty	11
CHAPTER III RESEARCH DESIGN	12
3.1 Research Design	12
3.2 Population and Samples	12
3.3 Instrumentation	13
3.4 Method of analysis	14
CHAPTER IV DATA ANALYSIS	15
4.1 Demographic Data	15
4.2 Results (Customer Group)	16
4.3 Results (Employee Group)	19
4.4 Findings from Customer Group	23
4.5 Findings from Employee Group	23
4.6 Conclusion	24

CONTENTS (cont.)

	Page
CHAPTER V LIMITATIONS AND CONCLUSION	25
5.1 Implications	25
5.2 Limitations	26
5.3 Recommendations for future study	26
REFERENCES	28
BIOGRAPHY	31



LIST OF FIGURES

Figure		Page
1.2	Mazda's Dealer activities for dealer's business growth	3
2.2	The customer value equation	6
2.3	The twelve steps flow process	7



CHAPTER I

INTRODUCTION

In the recent years, the automotive market in Thailand had change a lot. Change in special regulation, government taxes had been changed by many governments and change in customer awareness that lead all automotive companies have to more focuses on after-sales service. Causing many brands request their dealers to expand the services capacity (increase services bay, lifts, service advisor, technician etc.) as well as requesting their dealers to have customer relationship officers who are separate from sales department and after-sales department then their dealers could more focuses on customer needs. In the past, automotive manufacturers historically have had a ying-yang approach in the aftersales market as some of them view it as perfunctory part of the business while others see it as a critical business function (Luca, 2012).

In 2011, 1.46 million vehicles were manufactured in Thailand, ranking 14th among the world's automotive industry. Almost all of the car's company aim Thailand's market as one of the strategic countries that still have a big room for growth and also considered as one of strategic countries to invest for the car assembly plant because they can acquire parts from domestic's plant which help them to reduce their cost of production. (BOI Thailand, 2011). Thus, rather than compete each other with the price to acquire the new car sales volume they changed to focus more in after-sales business. Almost all of car companies have to challenge each other with service quality and customer satisfaction. They have to deliver the best services to their customer to drive the customer value chain and introduce their friends to be a part of the customer value chain. They try to put their main attention in improving customer satisfaction and loyalty program through after-sales service. (Prachachart, 2014).

In after-sales service for both American and Japanese automotive brand believe that service quality have an impact to customer satisfaction, revenue growth,

profitability (Shah, 2010). Which some of research believe that this also has an effect to corporate image and can create customer loyalty also (ABRM, 2013).

1.1 Car service industry in Thailand

Car service industry in Thailand has been on the rise as a result of 1st car program support from the government in 2012. In Thailand, each car company has their own dealer network to service their customer in each region. From many successful companies, the key to success not rely only having a good product, but also being able to provide the customer with the level of service they desire (Saraswathi, 2006).

Because of increasing competitiveness in Thailand automotive industry, almost all the automotive manufactures have invested valuable resources on customer satisfaction as a tool to understand the needs and expectations of their customers by taking efforts for highest level of customer satisfaction by taking care of car service and maintenance through their dealer networks with same pattern of service process. (Prachachat, 2014).

Mazda brand also invested in valuable resources to improve their customer satisfaction to more understand their customer needs and expectation. According to Mr. Choichi Yuki the President of Mazda Sales (Thailand) said that, “With the commitment and adherence to the policy of building maximum satisfaction to the customer. Mazda recognizes the importance of dealer’s staff development by organizing training seminars for various positions continuously with the objective to improve the level of service quality which will leads to customer satisfaction and exceed their expectation” (Autospinn, 2014).

1.2 The importance of car service on car sales

Customer Value Chain becomes an important part of doing for strategic planning in customer service industry (Deloitte, 2003) at Mazda they called as “Activities for Dealers Business Growth”. At Mazda they believe that the chain will

begin when customer first decided buy a new Mazda car and enjoy the customer experience through driving experience, workshop experience then finish with the repurchase phase where the cycle start all over again. Customers who buy Mazda and remain satisfactory with Mazda's workshop experience through the customer value chain to contribute the auto workshop success in many ways. They buy accessories and drive the maintenance and repair business with the dealer, finally they decide to purchase the new car at the same place that they service their car. And Mazda also aim that the satisfied customer will introduce the brand to their friends to persuade them to be the new customers at Mazda and become to be a part of Mazda's Value Chain as shown in Figure 1.2



Figure 1.2 Mazda's Dealer activities for dealer's business growth

Closer look to the customer value chain, the importance of after-sales activities that particularly focus in workshop experience which are maintenance and repair service experience in order to develop and maintain customer loyalty. When customer decides to buy a new car they concern many factors. Firstly, they will consider their needs after that they will search for the information through the internet, asking guru, talking with their friends, family or interviewing with the existing customers. After they narrowed down the choices and made the final decisions which brand and models to purchase, they will visit the car dealers. At the dealer if the sales person uses the right sales strategy, finally customer will get the new cars. This is just

only the beginning of customer value chain. Both parent company and dealers have to made the customer met with the ultimately satisfaction, which it will lead to customer repurchase and loyalty begin from this point.

The ownership experience can be divided into two components. First is the driving experience which customer will judge by how well the car drives and operate and also compare with their expectation of comfort, performance, consumption, efficiency, durability etc. The second is workshop experience. All cars are required to have periodic maintenance and some minor or major repairs. Every time that customer wants to have periodic maintenance or repair work, the expectation, attitude, structure and process of the service will become their workshop experience (Weinberger & Goetzke, 2010).

Eventually, the time comes to the time of customer decides to buy another new car thus, they enter to the repurchase step of the customer value chain. At the time that customer decide to have another new car, their previous purchase experience will come into their mind from a distance memory, however the most fresh memory will come from service experience that they recently have before deciding to buy a new car. Good or bad experience will come through their memory. This is the reasons why service experience becomes one of the most important part to maintain customer loyalty or push them out of the customer value chain.

CHAPTER II

LITERATURE REVIEW

2.1 Mazda Service Workshop

Nowadays, Mazda Dealer Network in Thailand have 165 showrooms with 137 workshop (Mazda Sales (Thailand), 2014) located in all region in Thailand. All the workshops provide the diagnosing, servicing and repairing cars with only genuine parts from Mazda together with technician, service advisor, dealership customer retention center or DCRC who have been directly trained by Mazda Sales (Thailand). To be a Mazda authorize dealer, it is required huge capital with strong financial background, good reputation of the owner, interview with Mazda's Management team etc. Then, Mazda will authorize and approve to build a new showroom and workshop under Mazda's brand which all the dealers have to design and construct according to Mazda Corporate Identity (MCI). As well as hiring professionals of technician, foreman, service advisor, DCRC, part staff, service manager etc. Without follow those regulations Mazda won't authorize or may terminate the contract with the dealer which has to be renewed every year.

Managing a Mazda brand authorized workshop are different from normal auto workshop as the workshop have to meet Mazda standards which includes all the exterior and interior appearance according to Mazda Corporate Identity (MCI), color, furniture, facilities, employees, uniform, special tools, literature and knowledge. Furthermore, the authorize workshop require finance agreement and bank guarantees, and the ability to keep service quality according to the Mazda's high standard. Which managing a brand authorized auto workshop is very challenge tasks due to high initial investment and cost of services when compare with normal auto workshop but it has a better chances to increase the sales and profits more than normal auto workshop.

2.2 The Service Profit Chain

To be a leader in service industry the brand should seek the recognition in its field. At the same time, it should offer long run profits to the entrepreneur, and superior service quality and value. To achieve the superior service quality, dealer should follow the operational process that developed by Mazda. However, dealer itself has to be recognized as attractive workplace to work for, being able to compete upon employee to create strong workforce, loyalty, productive and customer-oriented employee.

In the service profit chain, three of different firm's functions: marketing, operations, and human resources should work together in establish the strategic planning even all those three functions have different responsibility. There have a strong relationship between profits, customer loyalty, customer satisfaction, the value of goods and services delivered to the customers and employee capability, employee satisfaction, loyalty and retention. Firms with strong service profit chains gain customer's loyalty and willingness to pay, and outcome consist of positive financial outcome performance (Heskett, 2008).

$$\text{Value to customer} = \frac{\text{Results of the service} + \text{Service Quality}}{\text{Costs of the service} + \text{None Money costs}}$$

Figure 2.2 The customer value equation

From the equation above, if the value of the equation result in high positive value is derived from the employee's performances, which is depend in a variety of actions such as; employee training, rewarding and supporting (Heskett, 2002).

2.3 The service operation in Mazda auto workshop

Fix it right the first time (FIRFT) is the after-sales service philosophies aimed at exceeding customer expectations with connect to workshop experience. It consists of three elements which are; attitude, structure, and process. All these elements, if the workshop can implement them completely, Mazda believed that it will minimize customer dissatisfaction or exceed customer expectations. To have a structured process, which focuses on an excellent service in all situations, the flow is divided into several steps, which focus on the customer and car flow process. Different brands offer different flow charts but they are almost the same. For Mitsubishi Motors, they offer with seven steps flow process (Mitsubishi Motors, 2010). For Mazda they offer with twelve steps flow process as shown in Figure 3.

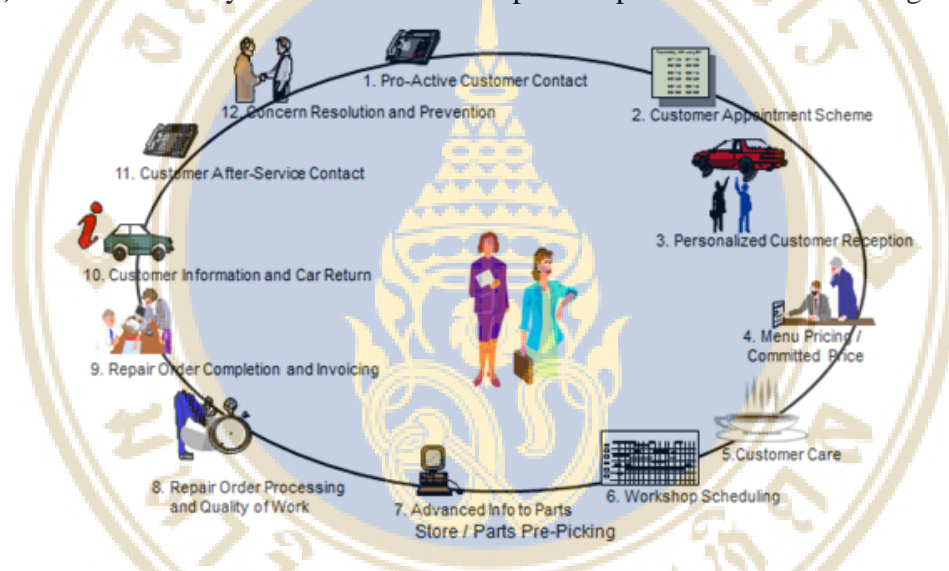


Figure 2.3 The twelve steps flow process (Mazda's Quality Service Manual, 2003)

Each step is designed to ensure the service quality control and enhancement of the service experience. The twelve steps are;

- **Pro-Active Customer Contact** – The Pro-Active Customer Contact begin when customer coming to receive their new car, DCRC will be the one who explain the customer about after-sales service operation and will re-check with the customer about name, home address, contact number, how many mileage customer will use the car per day to ensure the information that DCRC have to use for contact customer in the future.

- **Customer Appointment Scheme** – The appointment was separate in two main components which are;
 - **First Check** – Customer who just brought the car within 1st 6 months and need to come for periodic maintenance for the first time this is where we begin to make an impression to the customer. If we handling the appointment process efficiently in a professional but friendly, this is the first step to exceeding customer's expectations.
 - **Next Check** – Customer who need to come to the workshop for their periodic maintenance for 2nd time and above. In this group of customer we still continuously make an impression, provide them professional but friendly services to them for develop the exceeding of expectation to the customer and to create retention and loyalty.
- **Personalized Customer Reception** – Reception is an opportunity, this sometimes is the first time that service advisor meet with the customer face to face in the workshop experience cycle. The way service advisor interact with the customer in reception will be the big impact for the dealer.
- **Menu Pricing committed price to Customer** – Committed price to the customer also the most important things for the dealer as service advisor have to inform the customer for the expenses that customer have to pay on that day. Service advisor have an obligation the estimation price that inform to the customer must not exceed or lower than 5% from the invoice amount.
- **Customer Care** - Customer car, once the reception process and customer already have open the repair order with the dealer. Service advisor or DCRC will invite customer to customer lounge, then DCRC will taking care the customer if there are anything that customer would like to request DCRC will be the one who manage and taking the customer lounge to increase the satisfaction level of the customer.
- **Workshop Scheduling, Parts Pre-Picking, Repair order Process** – This three process we can consider as repair process which the heart is Fix It Right The First Time (FIRFT). Even almost all of this three process was done out of sight of the customer, the quality and timeliness of the maintenance or repair work will have a

lasting impression on them. But if it not delivers with the quality and timeliness it will be big impact for the customer satisfaction.

- **Car Return** – Before return the car back to the customer the service advisor have to do the pre-delivery which consist of checking the cleanliness of the car, prepare pre-invoice for the customer to ensure that when handover back to the customer it will goes smoothly and efficiently this is the last step that we have interact face to face with the customer.

- **After Service Contact** – After customer goes back within 3-5 days DCRC will call back to the customer for asking some question regarding to the services from the dealer that after they goes back from the workshop is there any problem with the car or not, is there any doubt or unsatisfied with the services or any comments that want the dealer to improve.

- **Concern resolution and prevention** – Once customer have any complain regarding to the service workshop, DCRC has responsibility to dig down to the information and deeply apologize to the customer and asking the customer to return to the workshop again to correct any mistakes to make customer feel good and satisfy. Then, DCRC have to write down the complaint from the customer and send to service manager to find the root cause of the problem find the way to prevent not let that kind of problem happen again to ensure that there was no room to harm the customer satisfaction.

2.4 Determinants of Service Quality

Service quality is not objectively measured according to some technical standards but is subjectively felt by customers and measured relative to customer-determined standards (Kwortnik, 2005). Thus, service quality is the gap between perceived services delivered and expected service.

Previous literature offers many valuable contributions related to service and quality. There has been a research on service quality dimensions as the prime determinants of customer satisfaction (Kwortnik, 2005; Parasuraman et al., 1988; Brown et al 1993; Zeithaml et al 1996). A positive relationship between customer

loyalty and the long-term financial performance of companies has been shown (Jones and Sasser, 1995).

2.4.1 Service Standard

Most people may not aware that, why car service needs to have standard, according to ETSI, the European Telecommunications Standards Institute found that most people may not aware but standards is used every day, in all aspects of daily lives such as; in communications, media, healthcare, food, transport, construction, and hotel.

Standards provide:

Reliability – Adherence to the standards helps to ensure that every customer receives the same pattern of services every time that they visit the workshop and help staff to know what they should do step by step when customer come into the workshop.

Support company policies – Standards are frequently reference by regulators for protecting customer and staff in avoid any complaint that may happen such as; customer complaint that the service center change the parts without notice to the customer.

Business benefits – Standardization provides a solid foundation to make customer trust and believe in our product and services.

2.4.2 Employee Hospitality and skills

The impact of employee behavior on customer's service quality perceptions and overall satisfaction (Hanan Saad Kattara, 2008), (Parasuraman et al. (1985; 1988) suggested that the customers' appraisal of the overall service quality depend on the gap between the actual performance and their expectations. Staffs ability to design and disseminate creative processes was a key determinant of service quality (Kwortnik, 2005).

Liljander (2000) highlighted the importance of contact employees' behaviors during service interactions in the hotel industry when he indicated that a major focus in any hotel should be the personal linkage between the service provider and the customer.

Arnette (2002) mentioned that most hotels rely on their employees to deliver superior service, employees can be a source of competitive advantage.

2.4.3 Customer Loyalty

Each country has different values to perceive the services and satisfy or fulfill their service satisfaction. From previous studies (Deloitte, 2003), (Shah, 2010), (ABRM, 2013) found that service quality and customer satisfaction will lead to customer loyalty and create the retention that customer will come back to use their service again.

However, no previous studies have been conducted in Thailand or directly focused to Mazda workshop. Existing studies have been examined General Motors in the U.S.A (Deloitte, 2003), focused on quality impact on customer satisfaction in automotive industry in the U.S.A.(Shah, 2010), and investigated the impact of corporate image and reputation on service quality, customer satisfaction, will create customer retention which finally, lead to customer loyalty (ABRM, 2013).

Therefore, this research aimed to examine Mazda's workshop, which implemented service quality control, to understand how it impacts customer satisfaction, corporate image, reputation, and customer loyalty to the workshop.

CHAPTER III

RESEARCH DESIGN

3.1 Research Design

Previous research studies (Ekiz, 2008) examined the service quality in car rental services by using quantitative approach only. However, this research would use qualitative research approaches because qualitative approaches is the way to determine how often things happen. It is also used to monitor behavior because it produces notes and observations of not just behavior, but motivation as well (AIU, 2012). Answers from the respondents will be more direct and nature.

The methodology used for answering the research question was qualitative description. By collecting data from the participant and writing notes. Using qualitative description allowed the researcher to gather as much data to capture accurate information from the participant (Elo & Kyngas, 2008)

3.2 Population and Samples

Population and samples of this study are divided into two groups.

First group is customers who own Mazda car and take their car to Mazda auto workshop with the car ages not over than 3 years or 100,000 km for periodic maintenance and their car is still under warranty from Mazda Thailand. The sample size of ten customers was drawn on nonprobability sampling by convenience basis from customers who come into service at Mazda Workshop.

Second group is employees at service center from both Bangkok and Upcountry region who work as service manager, because the service manager is the person who manage the service center and responsible for all tasks in the service center. The sample size of ten people was drawn on nonprobability sampling by

convenience basis from existing employee who working as service manager at Mazda Workshop.

3.3 Instrumentation

This study was separate into two group of interview to test about customers and employee's perception regarding to customer satisfaction and service quality. Research question for first group (customers) asked about customer expectation and impression from the service after the services at the workshop.

1. What is the most important reason that you take your car to this service center?
2. What makes you remember and feel impressive?
3. What is the most important factor that you concern when you take your car to service center?
4. Have you ever found any over-expectation from the service center?
5. Will you come back to this service center again?
6. Will you recommend your friends to come to this service center?

For second group (service managers) asked about daily routine activities and how they believe about customer satisfaction which related to their service.

1. Do you believe that, if you and your staff do the process according to the Mazda's standard process it will made customer satisfy?
2. Nowadays, when customer arrived at the service center how your staff greeting to the customer and do you think customer have any first impression with your staff?
3. How you make your customer remember and impress about your services?
4. Once customer take their car to service center, which factor that you believe were the most important factor that customer concern?
5. What services that you believe that it will make customer have an over-expectation at your service center?

6. Do you believe that if you and your staff can deliver the customer satisfaction to that customer, they tend to come back to your service shop again?

3.4 Method of analysis

The collected data in this study were analyzed by content analysis. Content analysis is widely used for qualitative research, which according to Kolbe and Burnett (1991) described content analysis as an observational research method that is used to systematically evaluate the content of all forms of recorded communication. The most important goal in the analysis of data collected through qualitative approach was to search for deeper meanings from within the data. (Denzin, 2011) So, this method of analysis was applied to uncover customer's satisfaction regarding to the service quality of Thai's Mazda workshop.

4.4 Findings from Customer Group

From the result even most of the customers selected the service center based on their location and convenience. However, some customers also selected the service shop based on recommendation from their friends. The selection of the service center was related to the service quality, customer will select service center wherever delivered the satisfaction to them. Most of the customers tended to has loyalty to that service shop to take their car back to service in the next time and willing to recommend that service center to their friends as well.

Most of the customers concerned about fix it right first time once they visit to the service center. Because fix it right first time is the fundamental of service center that every customer expect that their car must be repaired and completed from the first time that they takes their car to the service center.

However, the factor that affects the customer impression is the staffs of the service shop. If the staff provide them an information and cost that they have to paid on that day and provide a reminder call for periodic maintenance and follow-up call to check the repair result after they left the service shop to made sure that all of them got what they request. Some of them satisfy that if they got any feedback or complaint to the service shop they won't left behind with anger, the staff will take care their complaint seriously and report the outcome or progress back to them.

4.5 Findings from Employee Group

Most of the service manager believes that, if their staffs do according to the Mazda's standard process the customer will satisfy. Because their staffs can show their professional which can create the confidence to the customer to left the car with them and do according to the process can avoid any complaint from the customer when they visit at different service center.

The service manager also believes that there are many ways to made customer impress with their services. Except the fix it right first time, service manager believe that cost estimation, excellent customer lounge, well trained staff with good

hospitality, the cleanliness of facilities can deliver the impressive to the customer as well.

Half of service manager believes that customers should not left behind with the anger they should gave some feedback and create an over-expectation to the customer. They tried to give feedback to the customer once they had any complaint because they understand that once customers made any complaint. They need to know how the service center should be improve and avoided. Because they understand that, most of the time when people complained anything (in others service industry) they never get any feedback from the service provider with may made them not satisfied but if there any feedback it will create an over-expectation to them.

Most of service manager believes that once customers satisfy with their services they tend to come back to their service center. From the discussion the service manager informed that if the customers satisfy with their services, they are willing to come back to their service shop again even their service shop was far from customer's house. One manager whose service shop located in Ampur Lamae, Chumporn told that some customers who lives in Surathani which far from their service center about one hour driving is willing to come to service their car at his service center because customers informed that they wasn't satisfy with Surathani's service center and didn't want to go there again.

4.6 Conclusion

From above finding both two groups believes in service quality, standard process, employee hospitality and loyalty. If the service center can show the service quality with consist of standard process to greet customer with their first name, repeat the objective or purpose of visiting without any asking, and inform customer about cost estimation which must carry out by the employee skills and hospitality to the customer which finally, can lead to customer loyalty that they tends or willing to come back to that service shop again even some of them choose the service center by their convenience.

CHAPTER IV

FINDINGS AND DISCUSSION

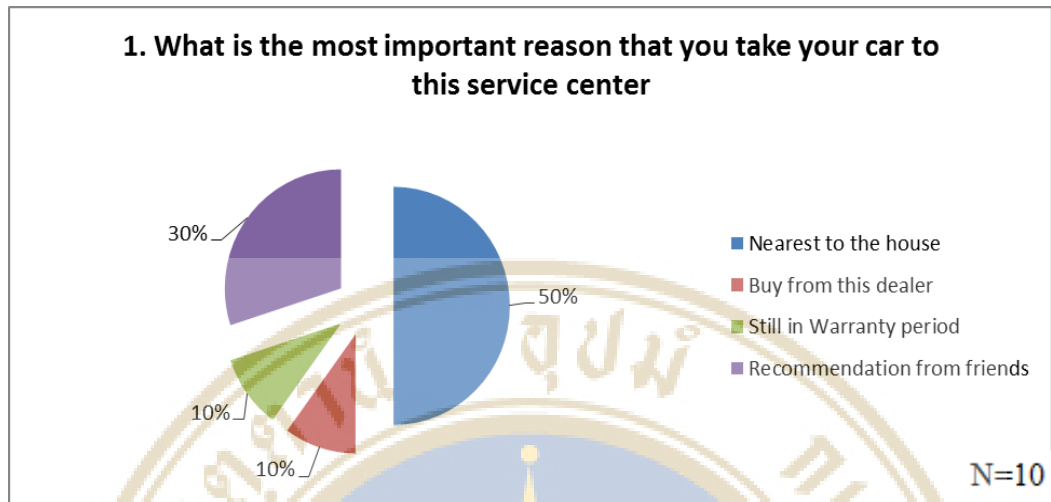
This research is a study of “Implementing customer focused service concept in Thai’s Mazda workshop”. These sections analyze the outcomes in terms of key factors that made customer satisfy with the service center when explore their service experience. And the key factors that support Mazda’s employees to deliver a good experience to the customer. The data analysis based on in-depth interviews from ten respondents of customer and ten respondents of service managers who work for Mazda’s dealer workshop.

4.1 Demographic Data

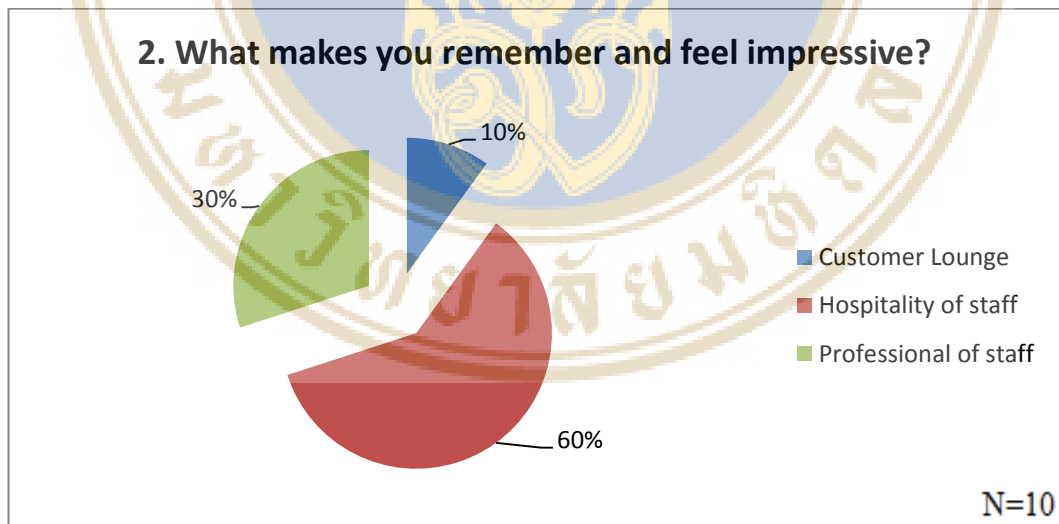
The customers of Mazda workshop in this study from ten respondents are 4 females and 6 men. The average ages of the respondents are between 22 – 45 years. All the respondents are the users of the car. Some of them might not purchase car by themselves but all of them are the real users of the car which are still in warranty period from Mazda Sales (Thailand). And they received the entire process from the employees which observed by interviewees.

The employees of Mazda workshop in this study from ten respondents are 3 females and 7 men. The average ages of the respondents are between 35 – 47 years. All of respondents are full-time employment and work with the workshop which already certified by Mazda Sales (Thailand).

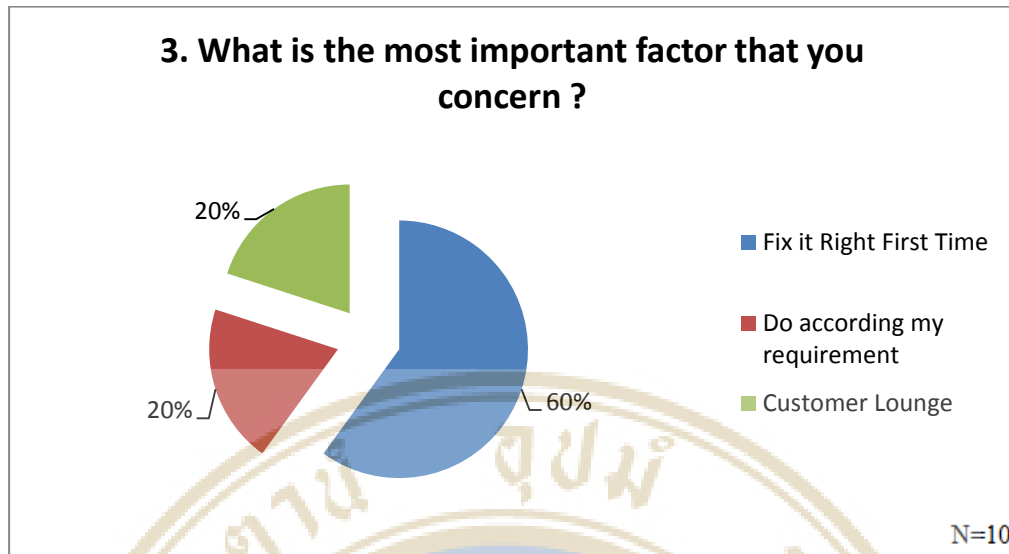
4.2 Results (Customer Group)



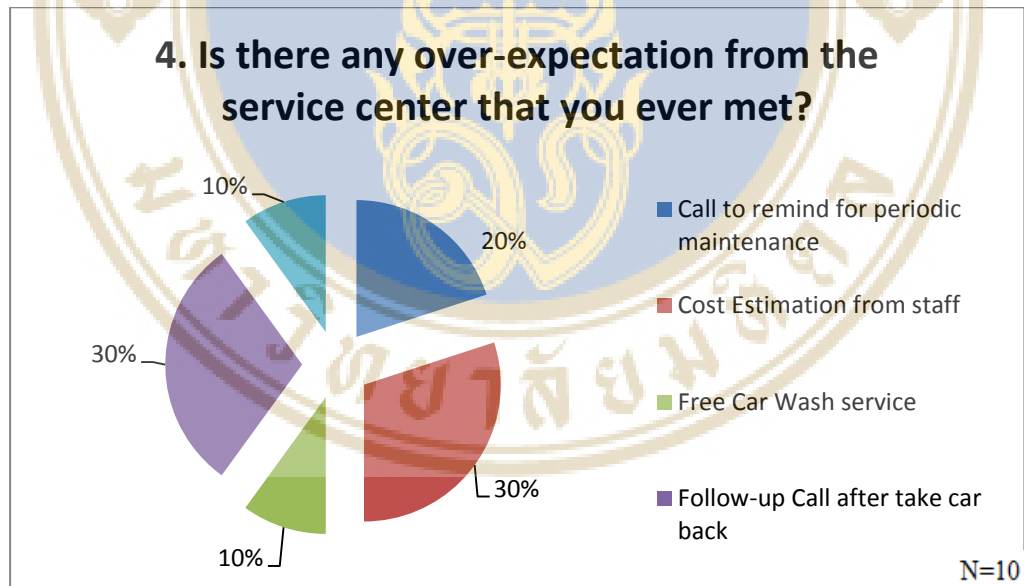
From the interview there are 50% of customers choose the service center from the location and convenience, 30% choose because got recommendation from their friends and 10% because still in the warranty period and 10% because they buy from this dealer.



From the interview there are 60% of customers remember and get impressive because hospitality of staff, 30% from professional of staff and 10% from customer lounge.

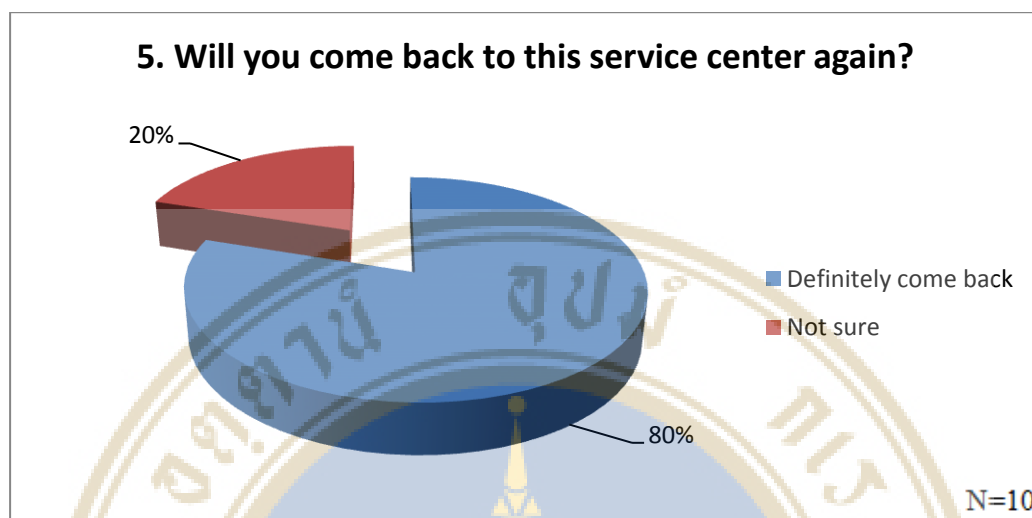


From the interview there are 60% of customers the most concern when they take their car to service center was Fix it Right First Time. While 20% concern about their requirement must be fulfil and other 20% concern about customer lounge.



From the interview there are 30% of customers feels that when they receive the cost estimation and have follow-up call after service was an over-expectation to them. While another 20% feel that when the staff calls to remind for periodic maintenance and 10% for free car wash service and when they had any

complaint there was someone listen to them and follow-up and report the progress to them as an over-expectation that they receive from service center.



From the interview 80% of customer inform that they definitely will come back to the service shop and only 20% they still not sure that they will come back to the service shop or not.



From the interview 80% of customer confirm that they will definitely recommend this service center to their friends while another 20% still not sure. There was a correlation that once the customer impressive about the service and willing to come back to the service center again they tend to recommend the service center to their friend also.

4.3 Results (Employee Group)

1. Do you believe that, if you and your staff do the process according to the Mazda's standard process it will made customer satisfy?

Respondent	Answer
1	Yes, because the process was logical and covers all the necessary things that my staff have to do
2	No, because each customer have difference needs and wants
3	Yes, because the process was logical and covers all the necessary things that my staff have to do
4	Yes, if staff follow the guidance from Mazda it will made customer satisfy
5	No, it depends on some customer if customer hurry they will not satisfy
6	Yes, customer will feel about the professional of my staff
7	Yes, because the process can protect my staff from customer complaint as well
8	Yes, if staff follow the guidance from Mazda it will made customer satisfy
9	Yes, because this process also use in other countries
10	Yes, customer will feel about the professional of my staff

From the interview, 8 out of 10 service manager believe that their staff do the reception process with the customer according to the service standard that provide by Mazda with hospitality and professional in their responsibility which will create the impression and satisfaction to the customer.

2. Nowadays, when customer arrived at the service center how your staff greeting to the customer and do you think customer have any first impression with your staff?

Respondent	Answer
1	Yes, my staff greeting our customer by using their first name (appointment customer)
2	Yes, my staff greeting our customer by using their first name (appointment customer)
3	No, my staff usually call customer by Mr. or Ms. Which I believe that it too normal
4	Yes, my staff always smile and greeting to customer and introduce his/herself and asking customer name
5	Yes, my staff always greet customer first and asking about their objective to visit on that day
6	Yes, my staff always greet customer first and repeat all the objective of the customer (appointment customer)
7	Yes, my staff greeting our customer by using their first name (appointment customer)
8	Yes, my staff will greet customer and welcome them and take them to customer lounge first
9	Yes, my staff always run to customer car before customer open the door
10	Yes, my staff always smile and hospitality to take car the customer

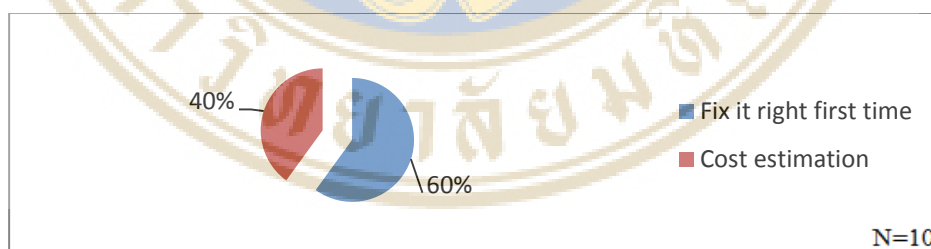
From the interview 9 out of 10 service manager believe that customer have first impression since their staff greeting the customer, most of them believe that from calling customer by using their first name with smiling and repeat the objective or purpose that customer have without any asking will create more satisfaction to the customer.

3. How you make your customer remember and impress about your services?

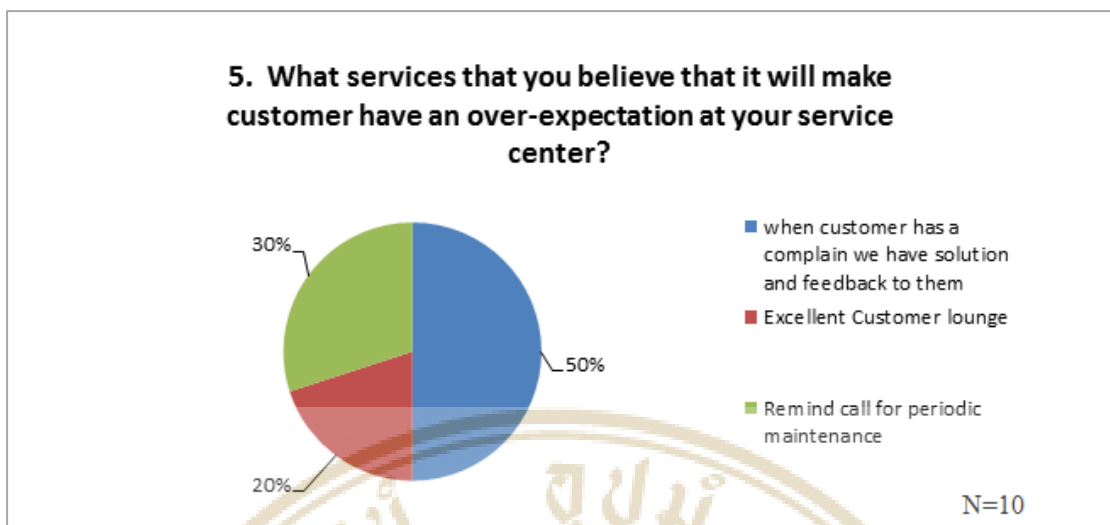
Respondent	Answer
1	Excellent Customer Lounge
2	Well trained staff, good hospitality
3	Fix it right first time, good hospitality, customer lounge
4	Do according Mazda 12 steps process with good hospitality of staff
5	Good Car wash service
6	Clean facilities and good hospitality
7	Good hospitality and cost estimation to customer
8	Fix it right first time and customer lounge
9	Good Car wash service
10	Well trained staff, good hospitality

From the interview, service manager believe that the things that will made customer impress about service consist of good customer lounge, well trained staff, good hospitality, price estimation before start to repair.

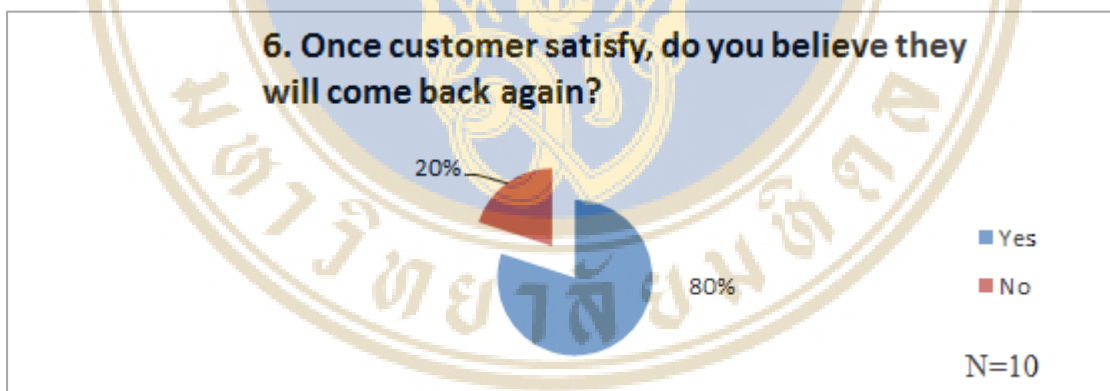
4. Once customer take their car to service center, which factor that you believe were the most important factor that customer concern?



From the interview 60% of service manager believe that Fix it right first time was the most important factor that customer concern while another 40% believe the most concern was cost estimation.



From the interview 50% of service manager believe that when there was any complaint from the customer if they takes immediately action and provide the feedback to customer will made them satisfy. While 30% of them believe that once their staff call to customer to remind about their periodic maintenance will create an over-expectation. Another 20% believe that excellent customer lounge was an important factor.



From the interview almost all service manager 80% believe that if they can made customer satisfy, their customer tend to come back to their service shop again. While another 20% believe that this can't guarantee that customer will come back due to it depend on their customer convenience more than satisfaction.

4.4 Findings from Customer Group

From the result even most of the customers selected the service center based on their location and convenience. However, some customers also selected the service shop based on recommendation from their friends. The selection of the service center was related to the service quality, customer will select service center wherever delivered the satisfaction to them. Most of the customers tended to has loyalty to that service shop to take their car back to service in the next time and willing to recommend that service center to their friends as well.

Most of the customers concerned about fix it right first time once they visit to the service center. Because fix it right first time is the fundamental of service center that every customer expect that their car must be repaired and completed from the first time that they takes their car to the service center.

However, the factor that affects the customer impression is the staffs of the service shop. If the staff provide them an information and cost that they have to paid on that day and provide a reminder call for periodic maintenance and follow-up call to check the repair result after they left the service shop to made sure that all of them got what they request. Some of them satisfy that if they got any feedback or complaint to the service shop they won't left behind with anger, the staff will take care their complaint seriously and report the outcome or progress back to them.

4.5 Findings from Employee Group

Most of the service manager believes that, if their staffs do according to the Mazda's standard process the customer will satisfy. Because their staffs can show their professional which can create the confidence to the customer to left the car with them and do according to the process can avoid any complaint from the customer when they visit at different service center.

The service manager also believes that there are many ways to made customer impress with their services. Except the fix it right first time, service manager believe that cost estimation, excellent customer lounge, well trained staff with good

hospitality, the cleanliness of facilities can deliver the impressive to the customer as well.

Half of service manager believes that customers should not left behind with the anger they should gave some feedback and create an over-expectation to the customer. They tried to give feedback to the customer once they had any complaint because they understand that once customers made any complaint. They need to know how the service center should be improve and avoided. Because they understand that, most of the time when people complained anything (in others service industry) they never get any feedback from the service provider with may made them not satisfied but if there any feedback it will create an over-expectation to them.

Most of service manager believes that once customers satisfy with their services they tend to come back to their service center. From the discussion the service manager informed that if the customers satisfy with their services, they are willing to come back to their service shop again even their service shop was far from customer's house. One manager whose service shop located in Ampur Lamae, Chumporn told that some customers who lives in Surathani which far from their service center about one hour driving is willing to come to service their car at his service center because customers informed that they wasn't satisfy with Surathani's service center and didn't want to go there again.

4.6 Conclusion

From above finding both two groups believes in service quality, standard process, employee hospitality and loyalty. If the service center can show the service quality with consist of standard process to greet customer with their first name, repeat the objective or purpose of visiting without any asking, and inform customer about cost estimation which must carry out by the employee skills and hospitality to the customer which finally, can lead to customer loyalty that they tends or willing to come back to that service shop again even some of them choose the service center by their convenience.

CHAPTER V

RECOMMENDATIONS AND LIMITATIONS

5.1 Implications

Based on the findings of current study, Mazda should focus in service quality. When customer arrives at service center, firstly customer will look for the hospitality of the staff how they welcomed the customer when arrived to the service center, how they interest with the conversation with the customer. The hospitality of staff it may hard to describe to the staff how's they should do. So, we recommend to Mazda that they may take the service advisor to enjoy or observe the service from five-star hotel to feel about hospitality and willingness of the staff. After that, doing a workshop to share idea among staff how do they feel about the services, then compare with their daily routine activities and how they will adapt their experience with their routine.

Secondly, customer tends to look for professional of staff which can be controlled by service standard that every process must be done according to the policy and guidelines to made customers feel about standardize of the service that they will receive, which is the fundamental of car maintenance. Mazda should arrange training course for the staffs frequently to remind and make sure that everyone working according to the policy and guidelines.

It's impossible to make every customer happy. Mazda should recommend to their dealers that if there are any complaint by the customer, they should gave the feedback to the customer within the proper period to reduce customer dissatisfaction and increase the beyond expectation experience to the customer, which will create the customer loyalty that they tends to come back to the same service shop again.

However, in order to focus in service quality the product quality still should be in consider as well because product quality customer are able to assess product quality immediately after the consumption. Then, if customer didn't satisfy in

product quality first, it may hard for the company to made customer satisfy in their service quality.

5.2 Limitations

This research has some limitations. The first limitation concerns the sampling frame. Since this study used only customer in warranty 3years or 100,000km as a representative of customer who visits to Mazda's service center. It is possible that there might be missed some variables from other customer whose warranty already expired. Secondly, the participants for both groups are small sample size in using for in-depth interview (N=10 for customer group and N=10 for employee group). All the respondents may not represent all of the customers because in each region customer's behavior may not the same. Another limitation is the time period of collecting data. Difference period of customer coming into service center may met with difference experience such as; if customer comes to service center on the day that service advisor take leave they may have another experience. Customers who come to service center in peak time (7am – 10am) may receive difference experience from customer who comes during off-peak time. Thus, this may lead to different results of findings study.

5.3 Recommendations for future study

The recommendations for future study, the future study should expand more on sample size and drawn sample from each region and compare the finding between customers in each region. Because different region may has different experience, which may create the new information of the study. Moreover, the future research should study about other brands of service center also because each car's brand have different target group which made their customer's demographic different from each other, then they may have different experience as well. Then the research will provide more information about customer insight and motivation that will made

customer satisfy with the willingness to recommend the service center to their friends and they also willing to take their car back to the service center.



REFERENCES

- Anderson, Eugene W. (1998), Customer Satisfaction and Word of Mouth, *Journal of Service Research*, Vol. 1, Issue 19, pages 5-17.
- Artur D Litle. (2008). OEM After Sales Strategy
- Anderson, Eugene W. and Vikas Mittal (2000), Strengthening the Satisfaction Profit Chain, *Journal of Service Research*, Vol. 3, Issue 2, pages 107-120.
- Luca Mentucci. (2012). Refocusing on the Aftersales Market; Increase Revenues and Reduce Costs to Achieve High Performance.
- Armando, V. (2005). Delivering Quality Service: All for one?. *Journal of Quality Assurance in Hospitality & Tourism*, pages 25-42
- Autospinn. (2014). Mazda ยกระดับการบริการขึ้นสู่มาตรฐานโลก จัดแข่งทักษะด้านบริการหวังมัดใจลูกค้า from <http://www.autospinn.com/2014/03/mazda-%E0%B8%A2%E0%B8%81%E0%B8%A3%E0%B8%B0%E0%B8%94%E0%B8%B1%E0%B8%9A%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%82%E0%B8%B6%E0%B9%89%E0%B8%99%E0%B8%AA/>
- Botschen, G., Thelen, E.M. and Peiters, R. 1999. Using means-end structures for benefit segmentation: An application to services. *European Journal of Marketing*, Vol.33 No.1/2, pages 38-58
- Denzin, N., & Lincoln, Y. (Eds.). (2001). *Handbook of qualitative research* (4th ed.). Thousand Oaks, CA:Sage.
- Diez, W. (2010). A Turning Point in Automotive Service. Institute for Automobile
- Eman Mohamed Abd-El-Salam (2013). The impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty: testing the mediating role, Case analysis in an international service company. *Journal of Business and Retail Management Research* Vol. 8 Issue 1, October
- Erdogan H. Ekiz. (2008). Scale Development Process: Service Quality in Car Rental Services, *The Electronic Journal of Business Research Methods* Volume 6.

- Hanna. (2004). Linking Employee Behavior to External Customer Satisfaction using Quality Function Deployment, *Journal of Engineering Manufacture*.
- Hanan Saad Kattara. (2008). The impact of employee behavior on customer' service quality perceptions and overall satisfaction.
- Hazlina (2011). Impacts of service quality on customer satisfaction: Study of Online banking and ATM services in Malaysia, *Int. J. Trade*.
- Heskett (2008). Putting the Service-Profit Chain to Work. *Harvard Business Review*, July-August
- Heskett (2002). The Value Profit Chain – Treat Employees Like Customers and Customers Like Employees, The Free Press, New York
- Jones, T.O and Sasser, W.E Jr. (1995). Why satisfied customers defect. *Harvard Business Review*, Vol. 73, Nov.-Dec, pages 88-89
- Kolbe, Richard H. and Melissa S. Burnett (1991). Content-Analysis Research: An Examination of Applications with Directives for Improving Research Reliability and Objectivity, *Journal of Consumer Research*, Vol. 18, September
- Krisjanis Aboltins. (2012), The Car Aftersales Market in Euproe and Latvian Regions.
- Kwortnik, R.J. (2005). Preparing for disaster: Recommendations based on the Blackout of 2003. *Cornell Hotel Restaurant Administrative Quarterly*, 46(1); pages 47-51
- Lovelock, C. & Wirts, J., (2004) *Services Marketing: people, technology, strategy*, Prentice-Hall, New Jersey
- Mazda Sales (Thailand). (2014). Dealer Facilities Standard, Dealer Handbooks
- Mazda Sales (Thailand). (2014). Nationwide Dealers Network, Corporate Guide
- Mitsubishi Motors Corporation (2010) Fix It Right the First Time, Corporate Service Guide
- Prachachart Newspaper (2014, March). ค่ายรถเร่งแก้โจทย์ใหญ่ตลาดหด ห่วงคนซื้อเสียดัดแคมเปญ-สิ้นครึ่งปีหลังตลาดฟื้น from http://www.prachachat.net/news_detail.php?newsid=1396241500
- R. Saravanan (2007). Measurement of Service Quality from the Customer's Perspective – An Empirical Study. *Total Quality Management* Vol. 18, No.4, June

- Rushton, A.M. and Carson D.J. (1989). The Marketing of services: Managing the intangibles. *European Journal of Marketing*, Vol. 23 No.8.
- Sathish, M. (2013). Customer Relationship Management In Car Service Industry With Reference to Car Dealers in Coimbatore, *Journal of Business Management & Social Sciences Research*, ISSN No: 2319-5614
- Sadiq Sohail, M. (2007). Determinants Of Service Quality In The Hospitality Industry: The Case Of Malaysian Hotels, *Journal of Accounting*, pages 64-74
- Saraswathi. (2008). Customer Satisfaction on Post-Sales Service with Reference to Two-Wheeler Automobile Industry.
- Thailand Board of Investment (2011). Opportunities in Thailand's Automotive Industry; Thailand: The Detroit of Asia.
- Weibnberger, R. & Goetzke, F. (2010) Unpacking Preference : How previous Experience Affects Auto Ownership in the United States, *Urban Studies*, Vol. 47, March

