

Johanna Juhola

CUSTOMER SATISFACTION IN CAR MAINTENANCE SERVICE

Degree Programme in International Business
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Juhola, Johanna

Satakunta University of Applied Sciences

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Supervisor: Saarinen, Nea

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The purpose of this thesis was to study customer satisfaction in the field of car maintenance service. The client company was Auto Oy Vesa-Matti which is a car sales company and also offers car maintenance service activities for the brand it is representing. In order to find out more about Auto Oy Vesa-Matti's customers and their opinions a telephone survey was conducted. The purpose of the telephone survey was to interview customers with short questions in order to dispatch their experiences and expectations concerning both the customer and the maintenance service. Additional function of the survey was also to clarify customers' opinions about the customer satisfaction survey which they receive regularly from the car manufacturer.

The theoretical section was collected by using marketing books, business literature and extracts of thesis made by Auto Oy Vesa-Matti's chief of the maintenance service. Books handling research and especially qualitative research were valuable and used when conducting the empirical part of the thesis. In addition to actual book sources the text contains information gathered during the writer's working in Auto Oy Vesa-Matti as well the information received from the colleagues.

The actual empirical part consisted of telephone survey and interviews of Auto Oy Vesa-Matti's staff. In the whole thesis and especially the empirical part was done with qualitative methods. The decision to use qualitative methods was clear from the beginning due to the nature of the thesis topic and it was the most suitable research method when the empirical part included telephone survey with rather small number of customers. This ensured the validity of the results.

The thesis does not give straight answer but rather guidelines and tries to reveal the complexity and factors behind it. Qualitative research focuses on exploring people's behaviour and feelings which they base their decisions therefore the thesis is more or less focusing on understanding why customers act how they do and how the service provider's decisions and behaviour affect customers. The most important recommendation for the client company is to advise them to keep the service promises which they give to customers and also follow the rules and common strategy company has and that is the key in avoiding misunderstanding when serving customers and naturally that leads the way towards satisfied customers.

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1 INTRODUCTION

Auto Oy Vesa-Matti is a car sales company, which was established in the year 1975 in Harjavalta, in Satakunta. From the beginning the company had official rights to represent the car model Ford. In the year 1985 the company decided to have another facility in Pori and eventually in the year 1982 the company move all its operations to Pori. During decades and still today Auto Oy Vesa-Matti is private own business which is honourable character nowadays and the company has long traditions as a respected car sales company.

In addition to car sales activies the company is offering car maintenance services and spare part sales, mainly focusing on the car model Ford. The company has a complexity of services in the same building. This solution assists the company to offer full set of services for its existing customers as well for the new customers.

When operating with close cooperation with the car manufacturer and importer it can be trusted that e.g. the car maintenance service department is functioning according to the requirements set by Ford, in the meaning that customers are able to use the guarantee service and maintenance services, which are approved by the car importer.

Total amount of employees in the company is around 24 and average turnover is around 8 million euros per year. All the employees are well trained and educated for their position in the company. This also concerns the mechanics, which are in charged for the car repair and maintenance tasks.

Ford Oy Ab as a car manufacturer and importer is responsible for sustaining and creating the survey systems, which are used in order to evaluate the customer satisfaction among car owners and car

maintenance service users. The customer satisfaction system is called PAN-system, palaute asiakkaan näkemyksistä. The customer satisfaction measurement system is used nationally and it includes question forms, which are to customers in monthly basis. Evaluation of results is conducted by Ford Oy Ab and the results are discussed in each retail company among the staff in special PAN-meetings. During these meetings the staff can evaluate outcomes and if needed development areas are commonly decided.

Interest to write thesis handling customer service matters in car business and more especially in car maintenance service came from the experience which I have after many years working in this company. Mainly I have worked during the summertime and part-timely in the winter. My work tasks are related to office work and taking care of customer service, including managing the car maintenance service appointment system as well working with the invoices and all the other tasks of customer server. Therefore I believe that my position in the firm is almost perfect when thinking about the topic of my thesis.

During some months in the year 2009-2010 Auto Oy Vesa-Matti faced very exceptional situation when the customer survey did not attract respondents and it was somehow obvious that some of the customers were not satisfied. During the long lasting existence of the company it was more or less a new problem for the company, which has always been supported by loyal and satisfied customers. The good and trustfully image which the company has is a result of hard work during decades and humble devotion, which the whole staff has, for serving customers.

The main project task is to open the problem, which exist between the customers' expectations and perceived satisfaction. In order to be able to explore the gap between customers' expectations and perceptions it is essential to find out the expectations and perceptions in reality. Important is also to find out the opinions of the staff inside the company. In relation to this the thesis is exploring the aspects, which affect the customer satisfaction in the business and especially the fact the customer survey results are describing rather low amount of customers' opinions. Worth of paying attentions is low number of respondents in the customer survey, which is conducted four times in a year.

Oy Ford Ab send regularly customer satisfaction survey in which they ask customers about their satisfaction with the maintenance service and overall with their Ford car (*Oy Ford Ab's survey can be found in appendices 1 and 2 both in english and in finnish.*) This survey was send during many

years in paper form via normal post, but this method changed in the summer 2011 and now the survey is sent to customers' e-mail where they receive an internet link straight to survey form. The biggest modification with survey is the new feature which enables car sales company's or car maintenance service company's staff to react immediately when customer expresses the dissatisfaction in the survey questions. In practice it means that every time when individual customer replies the customer with negative opinion the staff representative will receive an alarm to his/her work computer.

Oy Ford Ab follows the customer satisfaction surveys and the answers are steadily resulted and each question is evaluated so that each Ford sales company and maintenance company gets individual results which can be discussed inside each service provider company and companies are able to see their ranking in national level.

2 OBJECTIVES OF THE RESEARCH

Research questions

What is service and how it can be defined?

What is customership?

What is GAP model?

What are expectations and perceptions used in the context?

Do the customers' expectations match with the service provider's perception?

What do the customers think about the service and are they happy?

How the customers feel about the customer satisfaction surveys?

Are the customers passive or active when asking about their service experiences?

1.1 Conceptual framework

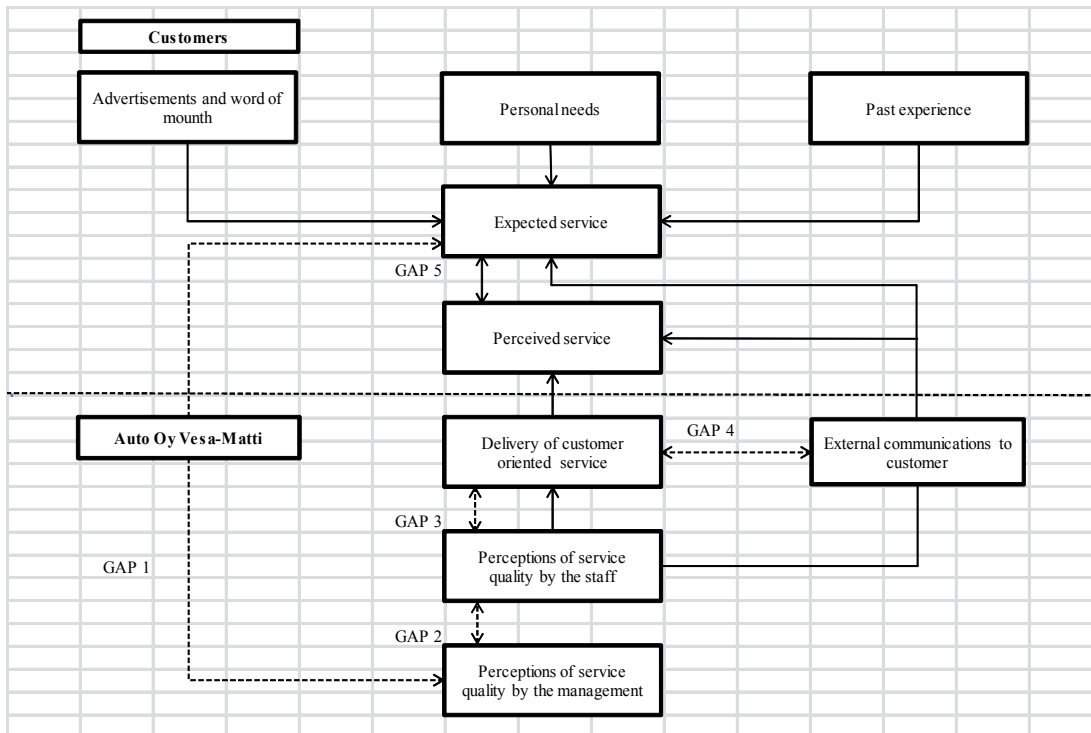


Figure 1

Conceptual framework describes the aspects of service and which are moment, when the gaps are most likely to appear. There are several factors, which affect the customers' perceptions towards the service provider and the services offered by the service company. These perceptions are formed before the customer has consumed the needed service or product.

Very often customers have some kind of expectations concerning the service or the product he/she is consumes. It is normal that people have need for certain need for service or product as long people are consumers and many times this need appears frequently. Good example of continuous service need is the car maintenance service. Each car owner is facing the situation, where they discover that they need use car maintenance service. People, consumers are living in a world where they are habituated with competition and freedom to choose and compare products and service providers. Consumers are justified to make perceptions by following advertisements, evaluating their past experiences and sharing thoughts with other consumers. These factors are different and therefore consumers are able to make varying perceptions concerning the products and service.

Maybe the biggest gap between service provider and customers are born in the situation where the expectations and perceptions do not meet each other.

Interesting is as well the different perceptions, which can occur inside the service company. This ensures that closing the gap is not always so simple and it can be more than challenging. When observing more closely the service providers side, it can be noticed that management and staff can share different views concerning service quality although they have common goal inside the company. In addition to the service quality, it is possible that the delivery of the service for the customer is seen differently among workers.

Car maintenance service is a kind of business, which is favourable for the birth of gaps between customers and service provider. One strong reason is the nature of the business, in the meaning that customers are not involved in the actual maintenance activities and therefore the customer service plays especially important role. When thinking about customer complaints in the car maintenance service, reasons for these complaints is not always the quality of actual maintenance service done to the car, but very often the quality of the customer service. Even though the car would have been perfectly repaired, the customer's main worry might be with information given by the customer servant, for example the schedule or the price evaluation did not meet the perception of customer.

Service is interaction between customer and service provider. Therefore misunderstandings can occur or the interaction between these two parties is not successful, which can cause situations between customer and service provider and eventually these can develop into problems. (Bitner & Zeithaml, 2002. 532-533)

3 CUSTOMER SATISFACTION AND QUALITY

Customers estimate which offer will deliver the most value. Customers are value-maximizers, within the bounds of search costs and limited knowledge, mobility, and income. They form an

expectation of value and act on it. Whether or not the offer lives up to the value expectation affects both satisfaction and repurchase probability. (Kotler, 2003. 60)

Whether the buyer is satisfied after purchase depends on the offer's performance in relation to the buyer's expectations. In general, satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations. If the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations, customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted. (Kotler, 2003. 61)

Industry is as field of business where the quality is rather easy to define. When producing service the word quality can have more meanings and it is harder to give exact definition for the quality in service business. A machine or equipment either works as suppose or then it does not and a product fulfills its mission or then not. It is possible to set requirements and scale for the service quality, but it is still, very often, a subjective opinion, which is based on individual set of values. It has to also be noticed that some customers only focus on the price and not on customer service. (Reinboth, 2008. 96)

Car maintenance service is two-fold service, in the meaning that it consists of customer service and the actual service operations. Therefore it is challenging to measure and understand the customers' service quality requirements, because the whole service process is rather complex. When there is unsatisfied customer it can be tricky to investigate the reasons for the dissatisfaction or even make distinction is the customer unhappy with the customer service or the maintenance service done for the car.

4 SERVICE

Definition of service

Service is a complicated phenomenon. The word service has several meanings from personal service to a service as a product or offering. (Grönroos 2009, 76)

Car maintenance service is not the simplest form of service, because it includes the actual car maintenance service and customer service. Concrete service is done by mechanics in the repair facilities and very often the customer is not able to see and take part to the actual repair or maintenance activities. Big part of the maintenance service is the customer service, which ensures that customers are able to trust their car for the hands of service company or service department. The purpose of the customer service is to provide all the necessary information to customers concerning the service process and billing matters.

As well many administrative services like billing and handling complaints can be seen as services which are offered to customers. Passive way of handling they are many times “invisible services” for the customers and often they are seen more like problems rather than services. On the other hand these services are competitive advantages for many companies and organizations, which learn to develop and take advantage of these kind of invisible service. (Grönroos 2009, 77)

When thinking about car service and the companies, which are providing these kind of services to their customers, it is true that when the customers receive feedback form or opposite, they feel need to give complaint, the whole situation is interpreted as negative. Although the service provided is having advanced feedback systems or even certain person, who is taking care of the complaints as a profession the customers rarely see this as a service or well-developed service, which is available for them.

It is very common that many of the car sale companies, which are providing car maintenance service, have special person to handle problem situations and they are called after-sales chiefs. These persons are offering services to customers, which the customers do not appreciate as a service.

All in it can be stated that there is no one and simple determination for the word service. Rather it can describe as: service is always in some ways a process, which is combined from series of intangible activities. These activities can be offered as solutions to customers’ problems and usually delivered, not always, in interaction between customers and services workers. (Grönroos 2009, 77)

Interaction between customers and service provider is essential part of service. Depending on the nature of the service there can be direct interaction between these two parties or in some cases there is no personal contact with the service provider. Car maintenance service is good example of service where there is no direct contact with the service provider in the sense that rarely customers are involved when the maintenance service is done. At the point when the customer delivers the car to the service company and hand out the car keys for the service, direct contact with the service provider is established. This direct contact is the base for the customers' opinions concerning the service company. (Grönroos 2009, 77-78)

Very often the customer is not able to judge the actual maintenance operations, but is able to make his/her conclusion from the customer service given by the representative of the service company, which the customer interacts at the moment. (Grönroos 2009, 77-78)

Customership

When exploring the concept of customership it is important to pay attention on its process nature, because customership consists of several encounters. Specifically in customership the focus is on the entity and the consist development of it. (Lehtinen Storbacka 1997, 20-21)

Successful customership requires a genuine interaction and willingness to invest on a relationship, which benefit the both parties. A common goal for both parties is to find opportunities for developing this relationship. In a customership the confrontation is turning to other way around, in the meaning that the whole relationship is concentrating for gaining benefits for both parties. (Lehtinen Storbacka 1997, 20-21)

In car maintenance service the idea of customership is valuable, because there exist the certain confrontation between customer and service company, like in any other business. Car maintenance service company is searching the solutions, which it can offer to fulfil the customers need and customers are trying to find the right service solution for their needs. Important is to recognize the common goal they both own in the service situation. When the service encounter between customer and service provider is successful the customership is benefiting both and it is possible to live

together with customer and the future prospects can be seen as positive. (Lehtinen Storbacka 1997, 20-21)

Services versus customer service

A distinction can be drawn between services and customer services. In the field of car maintenance service the distinction can be made by categorizing the actual repair or maintaining operations as a service, and interactions with serviceperson and customer can be seen as customer service. (Bitner, Zeithaml. 2000. 3-6)

Customer service is also provided by all types of companies – including manufacturers, IT companies, and service companies. When thinking about car business and especially car maintenance service the focus is not on the actual customer service activities. Many times it is thought that the most important issues is the actual reparation of the car. It has become obvious that the car maintenance service is not all about the actual repairing, but the actual service when the customer is entering the service facilities until the moment when the service is ready and the customer is receiving the check and the car keys back. (Bitner, Zeithaml. 2000. 3-6)

Customer service is the service provided in support of a company's core products

In car business including the maintenance activities the dealt objects and even the money involved are rather large, therefore it is essential that there exists are support to the core products or services. In the context it can be stated that successful business in the field requires truly comprehensive touch and contribution on each activity. Even when the product or service itself is good the supporting process need to be functioning and appropriate. (Bitner, Zeithaml. 2000. 3-6)

Definition of services implies that intangibility is a key determinant of whether an offering is a service. While this is true, it is also true that very few products are purely intangible or totally tangible. Instead, the services tend to be more intangible than manufactured products, and manufactured products tend to be more tangible than services. Car maintenance service can be categorized as tangible, but the service given to the customer is intangible. In car reparation process there are normally used tangible spare parts and the car itself is tangible. The service when the customer is bringing the car to Auto Oy Vesa-Matti for the annual service or because of some

problem, and the service person is receiving the car keys then begins the intangible service. Usually when the customer is interacting with the service person there might be brought up several questions concerning the becoming service and prices of the service and spare parts. Car maintenance service can be seen as both, tangible and intangible. (Bitner, Zeithaml. 2000. 3-6)

Range of service encounters

Services involve different levels of contact with the service operation. Some of these encounters can be very brief and may consist of a few steps, such as when a customer calls a customer contact centre. (Lovelock, Wirtz 2007, 69)

Others may extend over a longer time frame and involve multiple interactions of varying degrees of complexity. As figure underneath illustrates the car repair service can be seen in the middle when category is from low –to- high. Although car repair can be rather large process in the meaning that there does not exist any standard way, instead of this customers have various ways how to approach the service provider. There are ways for a customer to contact the car maintenance service are as follows: e-mails, phone calls, personal visit. Depending on the problem which the customer has with his/her car or in the case when there is need for annual maintenance service, the customer can send e-mail to the maintenance service department or call the service advisor or personally visit the service. (Lovelock Wirtz 2007, 69)

High-contact services entail interaction throughout service delivery between customers and the organization. The customer's exposure to the service provider takes on a physical and tangible nature. Car maintenance service normally requires interaction physically between the customer and service provider. High contact interaction happens concretely when the customer arrives to the service company and hand out the car for the service and discuss with the serviceperson about the service or repair including negotiation concerning price and when the car is ready to be collected.

At the opposite, low-contact services involve little, if any, physical contact between customers and service providers. Car maintenance service is a good example of a service where the customer very rarely can be present when the actual service is done for the car. In this context the car maintenance

service can also be seen as low-contact service. The service or repair operations are made by mechanic in the service facilities. (Lovelock Wirtz 2007, 69-70)

Car maintenance service can be placed in the middle of this category, because of its two-fold nature. On the other side usage of the maintenance service requires high-contact interaction, but the actual service operations are low-contact in the meaning that it is possible that the customer never even sees the mechanic or his/her working with the car. The customer is back to the high-contact service point when collecting the car from the premises. (Lovelock Wirtz 2007, 69-70)

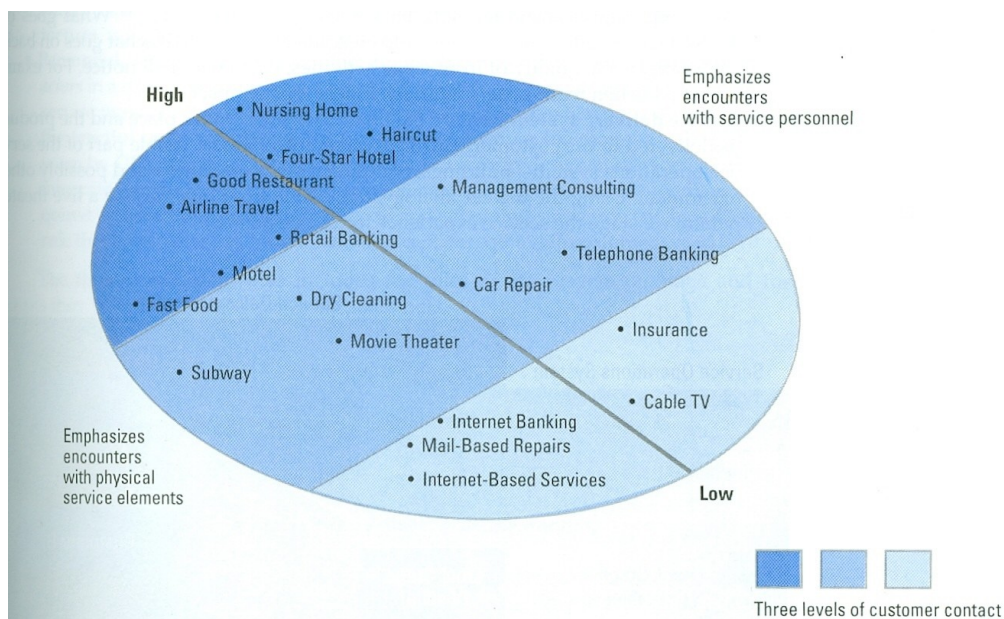


Figure 2. Range of service encounters from high to low contact (Lovelock & Wirtz, 2007. 69)

Customers' expectations of service

How do buyers form their expectations? From past buying experience, friends' and associates' advices and marketers' and competitors' information and promises. If marketers raise expectations

too high, the buyer is likely to be disappointed. However, if the company sets expectations too low, it won't attract enough buyers (although it will satisfy those who do buy). (Kotler, 2003. 62)

Ideal expectations or desires are representing type of expectations, which are highly valued by the customers and as well ideal from the service provider point of view. In the case when the customer's expectations are ideal or even desirable, the source where these type of expectations are born can be for example word-of-mouth, rumour or knowledge that there is similar place or service provider somewhere in the world and the image of this particular service provider is excellent even the customer has not visited the service provider yet. Another situation, when the customer might feel ideal or desired expectations, is the image that his/her car is somehow special and it maybe has additional value for the customer and customer might create his/her expectations by appreciation of the car and which kind of service the car reserves to have and high value car, from customer point of view, requires the high quality and image service company. (Bitner Zeithaml 2000, 60-61)

Normative "should" expectations are closest to normal way of thinking and even sometimes the most common assumption, which consumers are stating when they are judging certain service provider by using the already know facts concerning the service, for example about the price and quality ratio, which the service provider has in the meaning that customers know what they can expect when they know certain facts like, price, about the service. These types of expectations are meeting some basic requirement, which customers have and not including any desires or additional value expectations or not even past experience memories. Before customer enters car maintenance service facilities he/she might see advertisement concerning car service price offer or might call the service provider and ask price estimation for service activities, and naturally after these inquiries the customer has received certain knowledge of the service provider and by using this information he/she is able form expectations which reach the conditional level. (Bitner Zeithaml 2000, 61)

Experience-based norms are formed by using gained knowledge from the past. This normally requires that the customer has consumed the goods or services provided by the service provider. In the field of car maintenance service business it is rather common that customers become regular service users, which enables that car owners are able to base their opinions on past experience. Experience-based norms are experienced personally by the customer; therefore the perceptions can be very strong in good and in bad. (Bitner Zeithaml 2000, 61)

Acceptable expectations are describing one of the lowest types of expectations. In other words customer expects the amount, which is acceptable. Car maintenance service customer might only expect that when using the car service the car will be served and customer service towards car owner is in adequate level. (Bitner Zeithaml 2000, 61)

Minimum tolerable expectations are the lowest type and the kind of expectation, which can be described to be almost desperate from the customer point of view. Customers can base their decision of service provider by using different and several reasons and justifications. One of most typical attributes is money, location of the service provider's facilities etc. Customers can focus on cheap price or quick service, but the actual quality or customer service does not play such an important role. Instead of receiving comprehensive service, including qualitative car service and customer care, the customer might be willing to give up all of the mentioned in order to have the car repaired or maintained for cheap price, although customers would be aware that service or service activities are not in satisfactory level. (Bitner Zeithaml 2000, 61)

5 CUSTOMER GAP ANALYSIS

The customer gap

The customer gap can be described as the difference between the customer expectations and perceptions. Expectations are the reference points customers have coming into a service experience; perceptions reflect the service as actually received. In the field of car maintenance service customers can have many expectations concerning the visit in the service company. Normally the customers can have strong expectations when bringing the car for a service. There are several reasons for the expectations, first of all many customers are depended on their car and car acquisitions and maintaining are financial quite investments, at least for most of the people. Customers are not only aiming to repair or conduct the maintain service, but the customers can expect to get answers concerning the problems with the car or to receive extra information from the service person about the car. (Bitner & Zeithaml 2000, 32-33)

In today's world the amount of media and all in all open atmosphere for conversations and opinions makes it possible that consumers are aware of things and word of mouth is as well strong influencer among consumers. In the area of car maintenance service the expectations are many times based on word of mouth especially in the case where the customer is visiting the service company for the first time. Regular customers can create their expectation on the previous visits. (Bitner & Zeithaml 2000, 32-33)

On the other side of the game, the service personnel have their own expectation concerning the customers and they have certain models how they are handling the customers and their cars. This indicates the possibility that these expectation and perception might differ from each other, which cause distance between the customer and service provider. Obviously this can cause bigger consequence for the customers and service provider in the situations when the common object is not understood or agreed with both parties. These kinds of situations can often affect the level of customer satisfaction and customer gap is born when the expectations and perceptions do not meet. (Bitner & Zeithaml 2000, 32-33)

The provider gap

Gap 1---- Not knowing what customers expect

Gap 2---- Not selecting the right service designs and standards

Gap 3 ---- Not delivering to service standards

Gap 4 ---- Not matching performance to promises

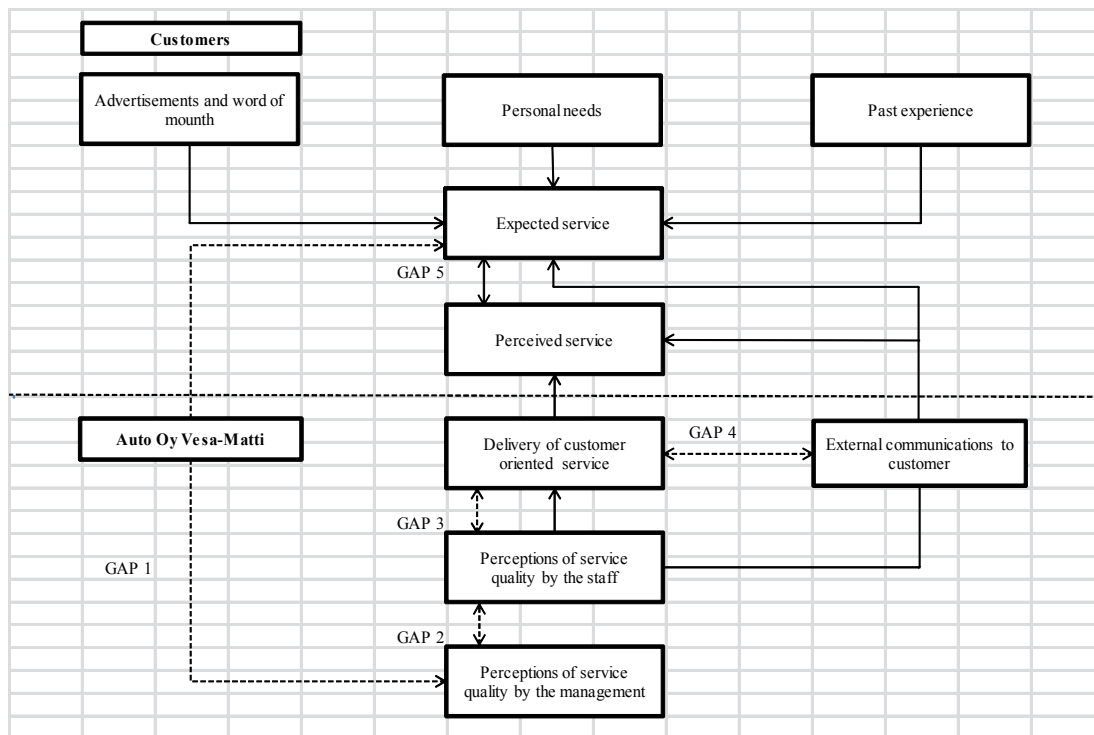


Figure 3. Gaps Model (Bitner & Zeithaml, 2002. 532-533)

Gap 1: A primary cause in many firms for not meeting customers' expectations is that the firm lacks accurate understanding of exactly what those expectations are. Even though service provider is aware of the latest requirements and technical needs the cars have, that does not guarantee the satisfaction of customers. It is obvious to most of the customers that when bringing the car for repair on maintenance service the actual service operations are done by all latest standards, but the still customer service activities might have another kind of requirements and objectives which are set by customers. It is not rare that customers have higher expectations when the technical expertise is high. (Bitner & Zeithaml. 2000. 532-539)

Many reasons exist for managers not being aware of what customers expect: they may not interact with customers, be unwilling to ask about expectations, or be unprepared to address them. When people with the authority and responsibility for setting priorities do not fully understand customers' service expectations, they may trigger a chain of bad decisions and suboptimal resource allocations that result in perceptions of poor service quality. In practise many companies can face the problem with finding the balance between company's interest and satisfaction of customers. Allocating resources and profit making does not always go hand in hand and therefore understanding

customers can be recognized target for decisions makers in the company, but it is not always easy to make right decisions inside the company and at the same find the right solution for customers point of view. (Bitner & Zeithaml. 2000. 532-539)

Decisions are normally made by authorities inside company and there can be differences in opinions between managers and workers. In car maintenance service business mechanics are doing the actual car repair or maintenance service, and head of the company or head of the maintenance service, is giving the guidelines and restrictions concerning the resources, which workers need to obey. (Bitner & Zeithaml. 2000. 532-539)

In the cases when service provider is using marketing research tools in order to find out customers' opinions concerning the service experience or future expectations, it is crucial that the results are shared among workers and the communications is fluent. In relation to result sharing it is essential that right marketing tools are used, which can provide the most usable results and issues handled in surveys are adequate in order to really understand expectations and experienced service. (Bitner & Zeithaml. 2000. 532-539)

Gap 2: Even if a firm does clearly understand its customers' expectations, there still may be problems if that understanding is not translated into customer-driven service designs and standards (gap2). Although service provider clearly would understand the expectations, which the customers have the gap might still exist. Understanding is not enough in order to satisfy customers, as continuous to the understanding the activities need to be designed to support the understanding. (Bitner & Zeithaml. 2000. 532-539)

Customer-driven standards are different from the conventional performance that most service companies establish in that they are based on pivotal customer requirements that are visible to and measured by customers. They are operation standards set to correspond to customer expectations and priorities rather than to company concerns such as productivity or efficiency. Customer driven standards can create a gap with the company's understanding of customers' expectations. It is vital that service quality and standards are established by using customer defined performance standards. Car maintenance service is an example of practical service in the sense that it is a concrete operation done to a customer's car. This is one of the reasons why service provider should not rely too heavily on assumption or evaluating the level of reasonability or realism, because with concrete

service like car maintenance it would be important concentrate on the requirements and service quality goals. (Bitner & Zeithaml. 2000. 532-539)

Gap 3: Is the discrepancy between development of customer-driven service standards and the actual service performance by company employees. Once service designs and standards are in place, it would seem the firm is well on its way to delivering high quality services. There must be systems, processes, and people in place to ensure that service delivery actually matches the designs and standards in place. Especially in the field of car maintenance service the education and training of the employees is vital and compulsory. When talking about high quality service, which can be understood as a complex so that the intention is to provide high quality service operations and customer service so that the whole entity is fulfilling the standards. In order to be successful in delivering high quality all the parts and players need to be involved and common strategies agreed within the people and the processes which are part of the delivery process. (Bitner & Zeithaml. 2000. 532-539)

In order to fulfil assigned goals and service standards also the recruitment of employees have be in acceptable level as well technical support. In addition to well-functioning human resource policies, the roles of already existing workers and roles need to be in planned to be suitable for the company's and customers' needs. Without exceptions car maintenance service's human resource policies can be seen to be quite clear in the sense that today's requirements concerning mechanicals are already set by the importer and car manufacturer so that level of professionalism of the mechanics is priority number one in the requirement process. (Bitner & Zeithaml. 2000. 532-539)

In the gap 3 one of the reason can also be seen the match between supply and demand as well as the ratio between price and demand. Generally speaking issues with prices and demand can cause problems or negativism between customers and service provider. In car maintenance service the match between demand and supply can be causing unsatisfied opinions among the customer and create stress to the service provider. In the case where the customer's car definitively requires certain spare parts and for reason or another service provider is not able to deliver them in tight schedule, this is a kind of situation for which service provider has to be prepared. (Bitner & Zeithaml. 2000. 532-539)

Gap 4: When everything is on place to effectively meet or exceed customer expectations, the firm must ensure that what is promised to customers matches what is delivered (gap 4). Important aspect and big part of the thrust between customers and service providers are the kept promises. Customers' expectations are based on different influencers and one issue is the promises made by the service provider. It can be stated that the strongest gap creator can be the situation when the service provider promise something for the customer and at the end the customer reveals that promise was not kept at least in the way it was expected or there were misunderstandings which developed feeling that agreements or promises where not held. In order to support and keep the service promises it is crucial that the words and actions are same. It is vital that even the well planned operations and activities are delivered in reality as they are planned in the first place. (Bitner & Zeithaml. 2000. 532-539)

Closing the customer gap

The gaps model says that a service marketer must first close the customer gap between customer perceptions and expectations. In order to do this, the service provider must close the four provider gaps illustrated above. The gaps model focuses on strategies and processes that firms can employ to drive service excellence.

Customer perceptions are subjective assessments of the actual service experiences; customer expectations are the standards of, or reference points for, performance against which service experiences are compared. (Bitner & Zeithaml. 2002. 532-539)

As it can be seen from the 4 stage gap model that closing the gap is not a simple task to do, because it covers rather greatly the entity of the business from the customers to inside operations of the company. The gap does not only consist of customer expectations, but also how the service provider's strategy concerning service providing and related operations are functioning. It has to be remembered that all kind of expectations are based on source; meaning advertisement, past experience, word of mouth etc. Car maintenance service represents a kind of business that customers' can easily form different opinions concerning the service. As mentioned earlier, car

maintenance service is in the between of low and high contact service, therefore it can be beneficial situation for conflicts and misunderstandings between customers and service providers. Car maintenance service can be seen to consist of several service person; actual mechanic, service person/adviser and in some cases there as well different person who is booking the service times and handling the customer's problem in first moment when customer is contacting the company. By having several participants in the service process potential problems are complicated as well. (Bitner & Zeithaml. 2002. 532-539)

6 THE SERVQUAL MODEL

The servqual model

Servqual consist of five key dimensions, upon which consumers evaluate service performance. These are reliability, assurance, tangibles, responsiveness and empathy. Designed as a generic model to measure service quality, the servqual instrument has been applied across many service industries including local government, libraries, banks, financial institutions and hospitals. (McColl-Kennedy 2002. 84-87)

Five dimension of servqual

First dimension, reliability refers to the firm's ability to deliver a promised service dependably and accurately. Reliability is essential to the success of service firms. Consumers are unlikely to do business with firms that have a reputation for unreliable service or not keeping their promises about service delivery. Consumers are most likely to be loyal to firms that continually deliver their promises. (McColl-Kennedy 2002. 84-87)

Reliability is one of the most important features especially in the case of service provider, which produces services where the interaction with customer is occurring only in the customer service, because the actual service is done without customer's attendance. In the car maintenance business,

customers are not involved when the mechanics are conducting repair or annual service. In the case where the customer trusts his/her car for the mechanics and only interacts with the customer service person the value of the reliability is high. (McColl-Kennedy 2002. 84-87)

It is compulsory that the customer servant makes promises about the schedule and the price of the service in order to give necessary information to the customer. This relationship does not function if there is no trust and reliability. For the sake of the successful relationship the customer has to be able to rely on the service person. (McColl-Kennedy 2002. 84-87)

Second dimension is assurance, which refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence. Assurance is particularly important in services that are high in perceived risk and customer involvement. In service where the quality is difficult for the customer to evaluate even after the purchase and consumption, assurance is an important dimension on which customers base their service quality perceptions. (McColl-Kennedy 2002. 84-87)

Assurance can be conducted through skilful personnel, building strong corporate brand image and paying attention to appearance of the interior and exterior of the firm, surroundings in the premises as well as employee attitudes etc. (McColl-Kennedy 2002. 84-87)

Car is a valuable asset for the owner and maintaining the car is important for the car. When customers are evaluating different service providers, if not compulsory to use a certain company, it is essential that the company is assured and convincing. Delivery of high quality services is impossible if the personnel are not professional and continuously trained. This is obvious for many service providers that the personnel meet certain standards and often it is required by the car importer. When the customer service strategy is commonly agreed among the personnel it can be seen in the attitudes of the service persons, which assists the qualitative service delivery all the way to customers. (McColl-Kennedy 2002. 84-87)

For some part of consumers a strong brand image guarantees good service. In many cases the strong and respected brand is a result of good reputation and well-functioning operations. Input on the facilities can give an image of high quality service. In many car maintenance service companies certain colours in the employee's dressing and in the decoration can help to build assurance, especially when car models have strong and differentiating logos. (McColl-Kennedy 2002. 84-87)

The third dimension is tangibles, which means the physical facilities, equipment and the appearance of staff. Tangibles create a physical presence that affects customers' sensory perceptions. Customers often have to use physical evidence to evaluate the quality of a service, particularly when they are inexperienced with the service process or unsure of its outcomes. Tangible cues are readily available to consumers in most service settings and can make an intangible service seem more tangible. Tangible dimension is rather close related to assurance. In many businesses is said that the image created to customer is the most important and this is true also in the service business. Cars can be sold when the salesman is able to create certain feeling and image to the customer and sustaining this positive feeling should be created also in the maintenance service. (McColl-Kennedy 2002. 84-87)

It is obvious that usage of car maintenance is based on need, but when aiming to make the service pleasant experience for the customer it would be valuable to pay attention on the facilities and brochures, documents, business cards etc. Certain common style can assist the customers to receive feeling of something tangible, when the service activities do not directly give tangible results for the customer. It is different to buy a car and receive it concrete than receive the car from the maintenance service without gaining anything new and tangible. (McColl-Kennedy 2002. 84-87)

Fourth dimension is responsiveness referring to the service provider's willingness to help customers and provide prompt service. Responsiveness concerns how quickly and appropriately customers' concerns, questions, requirements and complaints are dealt with. Service providers communicate responsiveness through the length of time they require customers to wait for assistance or a response to their problems. Consumers often judge service quality by a firm's responsiveness. (McColl-Kennedy 2002. 84-87)

Responsiveness is one of the most important features in the car maintenance service, because many customers face situation where they need assistance with their problems with car with a short notice. Each car maintenance have their own systems for handling these situations, but even though the service provider is not able to help the customer at the same minute the focus is on how the situation is handled by the service provider's customer service. For example, the staff should be trained and especially they should be willing to help customers in individual ways so that the

customers do not get the feeling that they are not priority number one for the service company. (McColl-Kennedy 2002. 84-87)

Especially in the car maintenance service it is common that staff need to be able to respond to customers' needs without warning and also in the cases where they are aware of customers' problems with cars they should have integral systems and procedures for how the customers are served. One part of the responsiveness is the point when complaints and requests occur in order to handle the negative situation in a way that customers feel that they are noticed. (McColl-Kennedy 2002. 84-87)

Empathy is the fifth dimension of the service quality. This can be demonstrated by giving caring, individualized attention to customers. Service firms need to ensure that customers feel they are important and that the service being provided is tailored to their needs. It is difficult for service firms to develop long-term customer relationships if their customers do not feel that the company understands and is trying to meet their needs and wants. Similarly, customers will not feel that a company's service quality is high if they do not believe the staff and the organization have acted emphatically towards them. (McColl-Kennedy 2002. 84-87)

It is impossible to design services so that each of the customers would have their own service model, but it is important to create the feeling for the customers. As in any other business, which is providing service for customer's property and owning, the car maintenance service has to offer service and customer service so that the customer can really feel that the service is tailor made for him/her. In order to create this feeling it is important the service provider is responding to customers' needs as individually as possible and being patient. With the help of today's technology and advanced customer database systems it is rather easy to make notes from each customer's special needs and service requirements, which is to know that the customer will present. (McColl-Kennedy 2002. 84-87)

Empathy is a kind of character, which requires very few resources from the service company, but it requires a lot from the personnel. (McColl-Kennedy 2002.84-87)

7 CAR MAINTENANCE SERVICE DEVELOPMENT PROGRAM

10 key points

This program contains 10 key points, which are created in order to improve firm's after sales and its efficiency and productivity. Naturally the aim is to achieve better customer satisfaction level and profit improvements. (Kaasman, 2001. 8)

1. Service time booking

- finding out customers ' needs and writing them down
- agreeing on meeting with personal service advisor
- documenting the preliminary service needs
- preparation and distribution of appointment form
- (fulfillment of welcome board)

2. Personal customer reception

- clarifying the advantages of car maintenance service
- checking out the car together with the customer
- agreeing on the content work order
- fulfillment of work order and distribution
- price estimation/ packet price given to a customer
- offering additional services

3. Price estimation/packet price

- checking all the necessary spare parts
- work price must match with the instructional time
- ensuring the availability of spare parts

- agreeing on price and completion time
- pre-instructions to spare part department/ collecting the spare parts on hand

4. Taking care of the customer

- presenting the cozy customer facilities to customer
- offering substitution car to the customer or informing alternative transportations methods while the car in service
- mapping the possible future needs
- tendering other service or products the firm has to offer

5. Schedule of the workshop

- planning the daily schedule according to the work force capacity
- scheduling the works along with the work orders
- booking additional time for unexpected service customers and space for flexibility

6. Collecting the needed spare parts

- informing the spare parts need to the spare part department
- pre-collecting the spare parts
- using alternative supplier if needed

7. Controlling the work in progress and finished work

- going in through the work orders and deciding on the schedule
- taking advantage of special mechanics in difficult service operations
- following the working methods and repair instructions
- continuous control of work quality
- frequent quality meetings
- using efficient trail run

8. Inspection of work order and preparing the invoice

- final checking that all the necessary procedures are fulfilled
- preparing simple and understandable invoice for the customer
- possible car wash and cleaning
- confirming that the invoice responds already give price estimation

9. Assigning the car and invoice settlement

- explaining all the service activities done to customers' vehicle
- recognition of possible concerns
- utilization of customer feedback when developing future actions

10. After sales, contacting customers after maintenance service

- ensuring the full satisfaction of the customer
- recognizing possible concerns
- utilization of the customer feedback in service development

(Kaasman, 2001. 8-10)

Content of the program

Maintain service development program contains 10 key points. It is created to improve firm's service and spare part departments' activities. The focus is on customer satisfaction in the sense that each customer would be satisfied and happy after using company's service. Another aspect and aim is to increase productivity and profitability. The growth on those matters can be sustained by concentrating on the right issues and allocating the resources in best possible way. (Kaasman, 2001. 11)

The program is based on Ford Germany Autohaus 2000's procurement model. This model has been tested with success in four market areas. There is concrete evidence of the program's functionality. The model has committed excellent results in one example firm which is situated in Germany, Kobelnz. Professional consultants and Ford's field personnel assist the fulfillment of 10 key points in customer service departments. The hearth of this program is the board implementation system which contains the necessary material. (Kaasman, 2001. 10)

Advantages of development program and earnings

The aim of this program is achieve more satisfied customers and also increase the level of loyalty to the firm. In addition to these mentioned important is also the future perspective in the meaning that with the help of this program, the level of retention will be growing. (Kaasman, 2001. 10)

The program is created so that it should benefit all the business areas of the company which means that profit increase shall be expected in all business areas inside the firm. Especially the need for repeat service with the customers' cars should decrease and profitability and efficiency of work shop will rise. (Kaasman, 2001. 11)

8 IMPLEMENTATION OF THE RESEARCH

Qualitative research

When conducting customer satisfaction survey to Auto Oy Vesa-Matti's customers who use company's car maintenance service it was decided that qualitative research methods are most suitable, because the number of interviewed customers will be around 40 and therefore it would not be appropriate to used quantitative methods. Usage of percentages or other numerical forms in this

survey's results would give wrong impression about customers' answers because this requires large number of contacted customers.

Qualitative research is a form of social inquiry that focuses on the way people interpret and make sense of their experiences and the world which they live. A number of different approaches exist within the wider framework of this type of research, but most of these have the same aim: to understand the social reality of individuals, groups and cultures. (Holloway, 19997. 1-2)

Researchers use qualitative approaches to explore the behavior, perspectives and experiences of the people they study. The basis of qualitative research lies in the interpretive approach to social reality. (Holloway, 19997. 1-2)

Qualitative methods are the first and foremost research methods. They are ways of finding out what people do, know, think, and feel by observing, interviewing, and analyzing documents. Certain purposes, questions, problems, and situations are most consonant with qualitative methods than others. (Patton, 2002. 145)

Research sample

Sampling is as important in qualitative research as it is in quantitative research. Sampling decisions are required not only about which people to interview or which events observe, but also about settings and processes.

Qualitative research would rarely use probability sampling, but rather would use some sort of deliberate sampling. "Purposive sampling" is the term often used, it means sampling in a deliberate way, with some purposes or focus in mind. (Punch, 2005. 187)

Perhaps nothing better captures the difference between quantitative and qualitative methods than the different logics that undergird sampling approaches.

Qualitative inquiry typically focuses in depth on relatively small samples, even single cases (n=1), selected *purposefully*. Quantitative methods typically depend on larger samples selected randomly.

Not only are the techniques for sampling different, but the very logic of each approach is unique because the purpose of each strategy is different. (Patton, 1990.169)

The evaluation design specifies the unit or units of analysis to be studied. Decisions about samples, both sample size and sampling strategies, depend on prior decisions about the appropriate unit of analysis to study. Sometimes individual people, clients, or students are the unit of analysis. This means that the primary focus of data collection will be on what is happening to individuals in a setting how individuals are affected by the setting. Individual variation would be the primary qualitative research issue. (Patton, 1990. 166)

When selecting a small sample of great diversity, the data collection and analysis will yield two kinds of findings, (1) high-quality, detailed descriptions of each case, which are useful for documenting uniqueness, and (2) important shared patterns that cut across cases and derive their significance from having emerged out of heterogeneity. (Patton, 1990. 169)

Purposive sampling was used in the sense that there were list of 20 customers who have answered the latest customer satisfaction survey send by Ford and another list of 20 customers who have not answered the survey or at least lately.

A truly open-ended question does not presuppose which dimension of feeling or thought will be salient for the interviewee. The truly open-ended question allows the person being interviewed to select from among that person's full repertoire of possible responses those that are most salient. Indeed, in qualitative inquiry one of the things the inquiry is trying to determine is what dimensions, themes, and images/words people use among themselves to describe their feelings, thoughts, and experiences. (Michael, Quinn, Patton, 2002. 354)

The truly open-ended questions permits those being interviewed to take whatever direction and use whatever words they want to express what they have to say. Moreover, to be truly open-ended a question cannot be phrased as a dichotomy. (Michael, Quinn, Patton, 2002. 354)

The customer survey done for customers of Auto Oy Vesa-Matti is mixture of open-ended style and dichotomous response questions. In other words each question is phrased as dichotomy and at the end of each question the respondent is able to use own words to ground the dichotomy answer. By

using own words the customer gives additional value to each question. (Michael, Quinn, Patton, 2002. 354)

Collection of data

The purpose of the telephone conducted customer satisfaction survey was to find out what do the customers think and feel about the customer service and how they evaluate the survey form send by Oy Ford Ab, because the number of the respondents has been quite low in the case of Auto Oy Vesa-Matti. Due to the fact that the survey was done via telephone the questions were designed in a way that the answering would be easy and convenient and at the same time information rich answers could be gained. The telephone survey questionnaire was created first to the paper like normal customer satisfaction survey questions and the aim was to make quite simple questions to which customers could answer either YES or NO and during the conversation they could be able to give justification to their answer or tell their experiences because after each question there were lines made for additional notes or comments. (*The telephone survey can be seen in the appendices 1 and 2 both in English and Finnish.*)

The list of customers' contact information included 40 names with telephone numbers. As mentioned earlier 20 customers who have answered in the last survey send by Oy Ford Ab and 20 customers who have not lately or never answered this survey. The telephone survey format was created in September 2011 and during this process the customers' contact information were received from Auto Oy Vesa-Matti's customer servant, who works closely with maintenance service customers and with the customer databases.

Before contacting the customers the customer service person from Auto Oy Vesa-Matti suggested that it would be a good idea to send text messages to customers' and with the message inform them that this kind of survey will be conducted in the near days. This turned out to be an excellent idea and the customers who wish not to answer send me text message back where they told that "no, thanks". It was vital in the sense that time used for the interviews could be used more efficiently and the

customers did not deny from the interview were able to call immediately and there were no phone calls done to the customers' who did not want take part to the interview.

The informative text message was sent to the 40 recipients and 3 of those send text message back that they do not want to take part to the survey. The end result was 15 answers and all the customers who answered the phone were pleased to answer the questions. Rest 22 did not answer the telephone and the purpose was not to bother the customers by calling many times because the customer survey always has ethical rules concerning ethics of research. The whole calling process was done in one month during, starting in September and last calls were made in the middle October 2011.

When contacting the customers it was vital to point out the confidentiality of the survey in the sense that customers' names can not be connected to the answers in any way and the answer will be part of thesis's empirical part and the client company is able to read that without knowing which customer is behind certain comment.

Customers answers to the customer satisfaction survey via telephone

Do you think that customer surveys are important in general?

All of the respondents, 15/15 agreed that measuring customer satisfaction is important and it gives valuable information to the service or product providers about the state of their customers' satisfaction. Most of the interviewed customers did not have anything additional to comment on that question. Some of the respondent added that customer satisfactions surveys are have great influence in companies' development, especially when the company is customer service oriented.

Have you even once answered the customer satisfaction survey send by Ford Oy Ab? (What are your thoughts about the question form)?

12/15 of customers replied that they have at least once answered the survey send by Oy Ford Ab. These customers were pleased with questionnaire format and felt that it is fast and easy to fill and

they do not experience the questionnaire stressful and they are satisfied to fulfill it and pleased to receive to their homes'. 13/15 customers answered that they have not answered the customer satisfaction survey at all and two of these pointed out that they are too lazy to fill customer surveys in general because they receive them from several places. One customer mentioned that he/she is using another car maintenance company in another city because the owner is acquaintance of his/hers.

All of the customers who have taken part to customer satisfaction survey send by Oy Ford Ab by fulfilling it considered the question form as pleasant to fill although it is rather long and has several questions. Many of respondents used adjectives like great, easy, and fast to describe the customer satisfaction survey. One customer answered that it is easy to be honest when fulfilling the survey.

Are you happy with the service activities provided by Auto Oy Vesa-Matti?

2/15 of customers strongly impressed their dissatisfaction towards the service they have received in the sense of technical service which led to the situation that they did not appraise the customer service or did not want to give positive feedback form that because the dissatisfaction was so complete.

In the case of unhappy customers the disappointment with the promised matter and practical execution was obvious. The first customer told that his/hers car was not repaired as promised and there had to made additional repair and it became clear that the staff did not try to fix the situation with extra good customer service and the end result was that the customer felt that the service promise had been broken by the behalf of Auto Oy Vesa-Matti's car maintenance department.

The second unhappy customer had a very long and fruity story to be told. The customer had been waiting for inside heater to his/hers car and it was cold winter time and the family of the car owner really needed the heater for the car. The customer had gain the impression that Auto Oy Vesa-Matti was not doing everything with their power to get the heater and the customer needed to call and contact the company several times. Eventually he/she contacted the importer and told the story to them and according to the customer's story the importer had been laughing that how was the situation possible. The importer contacted Auto Oy Vesa-Matti and the heater finally was placed in the car, but before that Auto Oy Vesa-Matti gave all kind of explanations why they could not have it

earlier. After receiving the heater the customer told that price was not suitable because the importer promised discount but the actual bill was much more expensive. At the end the customer got the discount and gave excellent grades to the importer company because they handled the problem situation in a fantastic way. The same customer also had problems with the family's other car and the strongest feeling which the customer had after these occurrences was the feeling of conflicts in promises and statements between different staff members who work in the car maintenance department. Ultimately this customer with his/hers family decided to change car brand after these unfortunate happenings. The selfsame customer also reminded about the article which was published some time ago in the magazine Tekniikan Maailma where there was comparison between different Ford car maintenance companies. In this article Auto Oy Vesa-Matti had rather low points and the customer stated that the article was right. At the same time the customer pointed out that the car sales department of Auto Oy Vesa-Matti is working well.

13/15 of customers stated that they are very happy with the service even some customers had different situations with their cars and usage percentage of maintenance service varied. It seems that some of the customers are very loyal because they trust the company as a complexity and therefore they were proudly explaining that they have been customers for decades.

One of the satisfied customer told that he/she had brought his/hers new car for the first maintenance service and there has happened rather serious technical mistake during the service operation. In spite of this accident he/she was very happy how the situation have been handled and he/she was still very pleased with the service and especially with the customer service although part of the thanks went one car sales person who was also gave his share when trying to fix the damage.

Interesting was how few woman customer considered the service, as a whole, very "woman friendly". This had a great value especially when it has been discussion in the newspapers how difficult it is for women to do business with car sales and car maintenance service companies because they are women. It was also mentioned that special requirements or needs are taken very well in consideration.

Have the service activities met your expectations? (Conflicts between promises and practice?)

In the cases where the customers were unhappy they impressed themselves by describing how they feel conflicts between promises and practice. This also concerns the pricing in the meaning that some customers explained that different staff members had different price evaluation although the service activity or spare part was the same at the issue. As well when customer deliver the car for maintenance it can happen that some service or repair activities are done without asking the customer.

Free word, which are the development areas and where has the company succeed?

13/15 of customers used the word OK when asking the question above. The problem with broken service promises was mentioned in the case of dissatisfied customers. Another used word in this question was the trust or satisfaction.

Free comments from the customers:

- ✓ “Satisfied.”
- ✓ “Very satisfied and customer relationship has lasted now for 10 years.”
- ✓ “Everything very ok, although once there was a big mistake done by mechanic, but still overall grade very good.”
- ✓ “Everything works very well and women are treated equally and that is good!”
- ✓ “Excellent service and customer’s special requirement taken well into consideration.”
- ✓ “Mistakes happen, but we are all humans and overall very good service.”
- ✓ “New customers were very happy with first impression of the service.”
- ✓ “Very dissatisfied and therefore the needed to change the car brand, customer needed to do lots of effort before getting what was needed for the car.”
- ✓ “I trust the company 100%.”
- ✓ “Promises have been kept.”

Interviews with staff members

The coin has always two sides and therefore it is good to have the opinions also from the staff and in this case objects of free interview or better to say discussion were the two persons in the car maintenance department who work with customers when they arrive to the company's car maintenance service desk.

The car maintenance service department contains one service advisor and chief of maintenance service and addition to this there work at least 5 mechanics and seasonally even more. The time booking is taken care by the customer service woman who responsible area is also billings and guarantees together with the chief of maintenance service.

Service advisor and chief of maintenance service agreed that one of the advantages of their car maintenance unit is the technical capability and advanced knowledge which the staff has including mechanics and spare part department's representatives. They also pointed out that the fact that the company is private owned which allows them to be more flexible in some matters because when a company is a part of big chain it is difficult to make quick decisions without asking permit from the head office. The flexibility is important especially when working with the cars, because very often some customer's car can stop working and they need help immediately and this requires mechanics sometimes to work more and the service advisor told that he gladly wear overalls start to work in the maintenance facilities.

Especially the chief of maintenance service brought up the point where conflicts can happen in the way that it effects on the customers and he described that very often customers go to ask advises from the car sales men, they work in the same facilities, and therefore it is possible that the customer receives many kind of information, because the car sales men do not have maybe accurate knowledge of the workshop activities. There is a room for development at this point because it is a difficult situation when the customers can not be always controlled where they come to ask for advice. Maybe input in common strategy how to handle these situations would be in place.

After some organizational changes which included some new arrangements concerning the chief of maintenance service and service advisor to work now only together in the reception was a good solution form their opinion because they both told that they have same kind of way of thinking and

same methods at work and therefore they believe that now it is almost impossible that they would speak differently in front of customer. This is very crucial in order to avoid conflicts in service promises.

The chief of maintenance service and service advisor had common understanding when asking how to handle difficult situations when customers are dissatisfied. They both thought that the best and most efficient way is to find out the reason for dissatisfaction immediately when the situation is still fresh and these situation should always be taken care personally and face to face with customer and at the same time trying to find the solution to fix the problem and not to take sides or start accusing somebody or something.

9 RECOMMENDATIONS

Auto Oy Vesa-Matti's maintenance service customers are loyal and the when they have the trust for the service, meaning the technical service and the customer service, it for hundred percent. As it has been brought up Auto Oy Vesa-Matti is a private own company and that might be their comparative advantage and the feature which brings added value to their customers and they experience their relationship to the company more strong and personal.

When thinking development areas and, inside the company there has been lot done already in order to improve the service, the most crucial point would be to emphasize the clear roles of each staff member so that that the customer's would not get too many opinions to their problems and there would be just one service promise done to the customer. In the case when a customer needs advices they would be guided to the right person with their concerns.

Another issue is the equal treatment of the customer where the company has succeed well, but in the case where helping the customer requires lots of work, like contacting the customer several times when there is problematic situation, the effort should be made. All of the hard work will be rewarded and the customers will return and use the service more active when they know that even in difficult cases they will be helped.

Car maintenance service is a challenging field of business because a car is usually an expensive investment for a customer as well as the maintenance of that vital family member, which a car is for many people. That is one of the reasons why customers can be demanding with the service and that should be remembered. Especially when the car is broken and the customer needs it every day, the need for help can be really urgent.

10 FINAL WORDS

Customer satisfaction surveys and customer satisfaction are issues which can never be explored too widely or too much. Interesting is that when beginning this thesis with the topic of customer satisfaction, there were certain expectations concerning the results, meaning that finding out some reason why customers are unhappy and in this case why the customers of Auto Oy Vesa-Matti's maintenance service are quite passive when it comes to answering the customer surveys. At the point it can be stated that this thesis did not find diagnoses like doctors, but it revealed details and features of customers which are valuable and usable when developing the customer service.

The thesis process started at the beginning of January 2011 and the starting point was the meeting with the client company managing director and after-sales chief. Both of these were familiar to me because I have been working quite many years part-time in Auto Oy Vesa-Matti and therefore the conversations were convenient and I was able to discuss very openly about the thesis topic without having any formal small talk at the beginning. I was very lucky to such a helpful client company to whom I was able to make the thesis. Every time when I needed some information or contact information of the customers I received them information in few days.

When thinking about the research questions and the situation why this thesis was written, on that time everything seemed to be very clear and the problems as well, but after conducting telephone survey and especially after discussing with the customers it came as a surprise that the customers are not so dissatisfied at all as first expected. As mentioned already in the thesis the coin has always two sides which means that very often reactions have reasons and law of causality concerns the customer service. As it came obvious during this thesis that the dissatisfied customers were unhappy

because they have receive too many opinions from different service person and they did not know anymore who made the actual service promise.

The thesis started with theory part and with the help of my supervisor I found a very suitable theory for the purpose and that was the Gap theory which is describing the different points of customer relationship where a gap can exist and that causes dissatisfaction and often unhappy customers. In the light of the topic it can be stated that it was the most applicable theory when trying to understand the problem areas in customer service. After interviewing the maintenance service customers it came obvious that there has been situations between the customer service and customer which can cause a gap between these two mentioned, e.g not keeping the service promise or giving misleading information.

One of the most important issues which came up during the thesis was the notice that none of the customers did not complain about the image of the company, so it must be good, and there were not dissatisfaction when it comes to the most normal customer service activities, like too long waiting in the phone before somebody would answer or not be able to get maintenance service time when needed. This proves that the basic and almost the most important customer service activities are in order even from customers' point of view.

The gap model was very suitable for the topic and the thesis does not present at least very clear quality gaps which can be seen as a positive result, but there can be seen signs for them to birth. Especially the issues with service promise and not keeping it can lead to having serious quality gaps between customers and the client company. It was a rather big relief to notice that the service models and image matters are in very good order and they have strong basis inside the company so in that sense the company has good settings to do business and develop it.

Auto Oy Vesa-Matti has developed a lot its activities since the thesis was started and also before that and it is an advantage that the company has the ability to react quickly when needed so problems can be handled efficiently and development areas can be created when the problems are fresh.

As a conclusion it can be stated that the methods in this thesis used was suitable for the purpose and topic. Customer service and ongoing development in that area big challenge for the company and in

many cases the customer are dissatisfied for a reason, of course the customers are individuals and some complain without reason but most of them has story behind their negative opinions.

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APPENDIX 1


Oy Ford Ab

 Malminkaari 9 B, FIN-00700 HELSINKI
 Puh. (09) 351700

 Katri Nikkinen
 Takamaantie 999
 99999 HELSINKI
 Finland

FordFocus
Huoltokokemukset

15/8/09

1234569 55692-02

Hyvä Katri Nikkinen,

Noin vuosi sitten saitte meiltä kirjeen, jossa kysyimme kokemuksianne autosta Ford Focus (XXX-999), jonka ostitte vuonna 2005. Asiakkailta saamamme palautteen avulla voimme varmistaa asiakkaitamme tyydyttävät tuotteet ja palvelut.

Pyydämme Teitä käyttämään muutaman minuutin vastataksenne tähän kyselyyn. Kyselyn aiheena on autosta (XXX-999) saamanne huolto- ja korjauskokemukset, vaikka ette enää omistaisikaan kyseistä autoa.

Sekä Ford-liikkeille että meille on erittäin tärkeää pitää säännöllisesti yhteyttä asiakkaisiimme. Näin voimme paremmin ymmärtää, mihin asioihin Te olette tyytyväisiä ja missä asioissa olisi vielä parannettavaa.

Olisimme kiitollisia, mikäli mahdollisimman monet asiakkaat vastaisivat kyselyymme. Voitte palauttaa kyselyn oheisessa kirjekuoressa, jonka postimaksu on valmiiksi maksettu.

Lämpimät kiitokset jo etukäteen palautteestanne.

Ystävällisin terveisin

 Hannu Pärssinen
 Toimitusjohtaja

1234569 55692-02

Olkaa hyvä ja korjatkaa virheelliset yhteydet tähän.	Nimi:	<input type="text"/>
	Osoite:	<input type="text"/>
		<input type="text"/>
	Puhelin:	<input type="text"/>
	Sähköposti:	<input type="text"/>

+

Tyytyväisyys autoon

- 1 Miten tyytyväinen olette Ford Focus-malliseen autoonne
- | Täysin tyytyväinen | Tyytyväinen | Jokseenkin tyytyväinen | Meiko tyytymätön | Täysin tyytymätön |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Autonne huolto

- 2 Missä liikkeessä huollatitte tai korjautitte autoanne viimeksi?

ABC AUTO OY

Muu Ford-liike, merkitkää alle:

Nimi:

Osoite/kaupunki:

- 3 Milloin tämä tapahtui?
- | Kuukausi sitten | Kolme kuukautta sitten | Yli kolme kuukautta sitten |
|--------------------------|--------------------------|----------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Yleinen tyytyväisyys huollon tehneeseen liikkeeseen

- 4 Miten tyytyväinen olitte viime käynnistä saamiinne kokemuksiin?
- | Täysin tyytyväinen | Tyytyväinen | Jokseenkin tyytyväinen | Meiko tyytymätön | Täysin tyytymätön |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Huoltokokemus

- 5 Miten tyytyväinen olitte seuraaviin asioihin

- | | Kiitettävä | Hyvä | Tyydyttävä | Välttävä | Heikko |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Ajanvarauksen helppous Teille sopivaan aikaan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Huolto-osaston aukioloajat | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Tarjosiko Ford-liikenne Teille korvaavia kuljetusjärjestelyjä? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Mitä järjestelyjä liikenne tarjosi | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Huolto-osaston yleisilme | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Pysäköintitilat | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Vastaanottohenkilöstön tehokkuus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Henkilökunnan ystävällisyys ja avuliaisuus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Palvelu kohtuullisen ajan kuluessa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. Kyky ymmärtää tarpeen ja merkitä ne muistiin oikein | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. Kohtelu arvostettuna asiakkaana | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l. Tarjosiko liike mahdollisuutta tarkastaa auto kanssanne ennen töiden aloittamista? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| m. Saitteko hinta-arvion? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| n. Auto valmis luvattuna aikana | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| o. Odotusaika hakiessanne autoa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| p. Tehdyn työn ja veloituksen selvitys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| q. Hinta/laatu-suhde | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| r. Tulevien huolto- ja korjaustarpeiden selvitys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| s. Auton puhtaus palautettaessa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| t. Tarjoutuiko liike hoitamaan seuraavan huoltokäynnin ajanvarauksen? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Huoltokokemus (jatkoa)

6 Työn tekeminen kerralla kuntoon

- a. Tehdyn työn laatu Kitettävä Hyvä Tyydyttävä Välttävä Heikko
- b. Kaikkien pyydettyjen töiden tekeminen
- c. Jouduitteko viemään autonne takaisin huoltoon viime käyntinne jälkeen huonolaatuisen työn takia? Kyllä Ei

Huollon jälkeen

7 Yhteydenotto

- a. Onko liikkeestä otettu Teihin yhteyttä puhelimitse, postitse tai henkilökohtaisesti viime huoltokäynnin jälkeen? Kyllä Ei **Jos Ei, siirrykää kohtaan 8**
- b. Tyytyväisyytenne tähän yhteydenottoon Erittäin tyytyväinen Tyytyväinen Jokseenkin tyytyväinen Melko tyytymätön Erittäin tyytymätön

8 Kysymysten tai huolenaiheiden käsittely

- a. Kyky vastata kysymyksiinne ja selvittää huolenaiheenne Ei ole ollut mitään Kitettävä Hyvä Tyydyttävä Välttävä Heikko
- b. Onko Teillä tällä hetkellä ratkaisemattomia autoonne liittyviä ongelmia? Kyllä Ei

Auton huolto ja omistaminen

9 Mielipiteenne autonne huoltaneesta Ford-liikkeestä

- a. Aion käyttää tätä liikettä jatkossakin huoltoihin ja korjauksiin Vahvasti samaa mieltä Samaa mieltä Ei samaa eikä eri mieltä Eri mieltä Vahvasti eri mieltä
- b. Voisin suositella tätä Ford-liikettä ystäväilleni/sukulaisilleni

Mielipiteenne Ford Motor Companysta

Kiitos palautteestanne koskien viimeisimpiä huoltokokemuksianne Ford-liikkeessä.

10 Haluaisimme nyt tietää mielipiteenne meistä, Ford Motor Companysta.

- a. Fordin kanssa on helppoa asioida Vahvasti samaa mieltä Samaa mieltä Ei samaa eikä eri mieltä Eri mieltä Vahvasti eri mieltä
- b. Paikallisen Ford-liikkeen löytäminen on helppoa
- c. Seuraavakin autoni on Ford.
- d. Voisin suositella Ford-merkkistä autoa ystäväilleni/sukulaisilleni
- e. Voisin suositella Ford Focus-mallista autoa ystäväilleni/sukulaisilleni

Ford Credit

11 Tyytyväisyytenne Ford Creditiin

- a. Jos ostitte autonne käyttäen Ford Creditin palveluita, miten tyytyväinen olette heidän tarjoamaansa palveluun? Ei tarpeen Täysin tyytyväinen Tyytyväinen Jokseenkin tyytyväinen Melko tyytymätön Täysin tyytymätön
- b. Käytän tulevaisuudessa Ford Creditiä Vahvasti samaa mieltä Samaa mieltä Ei samaa eikä eri mieltä Eri mieltä Vahvasti eri mieltä

Terveisenne

- 12 Kuulisimme mielellämme mielipiteenne siitä, kuinka jatkossa voisimme tehdä asiointistanne Ford-liikkeessä miellyttävämmän.

Auton omistaminen

- 13 Kuinka kauan oletatte pitäväne tämän auton? Olen jo myynyt auton Alle puoli vuotta 1 vuoden 2 vuotta 3+ vuotta En tiedä
- 14 Jos olette jo myynyt auton, mihin sen vaihdotte? Toiseen Fordiin Toiseen merkkiin, mihin
- 15 Mitä autoja harkitsette ostaessanne seuraavaa autoa?

Henkilötietonne

- 16 Sähköposti:
- 17 Sukupuoli Mies Nainen
- 18 Ikäryhmä Alle 25 25-29 30-44 45-59 60+
- 19 Vuosittainen ajokilometrimäärä alle 5.000 km 5.000-10.000 11.000-15.000 16.000-20.000 21.000-30.000 yli 30.000 km

Ford Motor Company ja Ford-liikkeenne haluavat kehittää kykyään palvella Teitä myös jatkossa. Annatteko meille luvan käyttää antamianne tietoja tähän tarkoitukseen?

Kyllä Ei

Laita rasti ruutuun jos jatkossa et halua saada asiakastytyväisyyystutkimuksia

Kiitämme Teitä ajankäytöstänne. Pyydämme palauttamaan lomakkeen kuussa, jonka postimaksun olemme maksaneet puolestanne.

APPENDIX 2

Oy Ford Ab
Malminkaari 9 B, FIN-00700 HELSINKI
Puh. (09) 351 700

Katri Nikkinen
Takamaantie 999
99999 HELSINKI
Finland

Dear Katri Nikkinen,

Approximately one year ago You received a letter from us in where we asked your opinion and experiences concerning your car Ford Focus (XXX-999) which you bought in the year 2005. With the help of customer feedback we are able to satisfy our customers with our products and services.

We are kindly asking You to spend few minutes to answer this questionnaire. The purpose of the questionnaire is to find out Your experiences concerning the maintenance and repair service done to Your car and even in the case You would not be the owner of the car anymore.

It is vital for us as well as for the local Ford stores to continuously keep contact with our customers. This enables the better understanding of customer satisfaction in the meaning that where have we succeed and where are the improvement areas.

We would be thankful if as many customers as possible would be able to answer the questionnaire. You can return the survey with in an envelope which has already paid stamp.

Warm thanks in advance!

With kind regards
CEO

Please replace misleading contact/address information in here.

Name:

Address:

Phone number:

E-mail address

SATISFACTION TO THE CAR

1. How happy you are with Your Ford car?

- Very satisfied
- Satisfied
- Somehow satisfied
- Quite unpleased
- Fully unpleased

MAINTENANCE SERVICE OF YOUR CAR

2. Which Ford store did You used last time You maintained Your car?

- ABC AUTO OY
- Some other Ford retail company, write below

NAME:

ADDRESS/CITY:

3. When did this happen?

- One month ago
- 3 months ago
- Over than 3 months ago

OVERALL SATISFACTION TO THE RETAIL COMPANY

4. How happy were You with the experienced received from Your last visit?

- Fully satisfied
- Satisfied
- Somehow satisfied
- Quite unpleased
- Fully unpleased

MAINTENANCE SERVICE EXPERIENCE

5. How satisfied were You with the follow issues?

a. Easiness of the time booking with the most suitable time for you?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

b. Opening hours of the maintenance service department?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

c. Did Your Ford retail company offer You compensatory modes of transportation

- Yes, and I chose one
- Yes, but I refused
- No, if no move to the question 5e

- d. Which kind of modes the company offered?
- Replacement car
 - Ticket to public transportation vehicles
 - Some other arrangements?
- e. How was the overall appearance of the maintenance service department?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- f. How would You grade the parking area of the company?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- g. Efficiency of the reception staff?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- h. Friendliness and helpfulness of the staff?
- Praiseworthy
 - Good
 - Satisfied

- Tolerable
 - Weak
- i. Service performance in reasonable time?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- j. Ability to understand Your needs and add them to notes correctly?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- k. Treatment as a valuable customer?
- Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- l. Did the retail company offer You the chance to check the vehicle with You before starting the maintain service?
- Yes, and I agreed
 - Yes, but I refused
 - No
- m. Did You receive a price evaluation?
- Yes

- No
- It was not necessary

n. Was your car ready/completed as promised?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

o. The time for waiting when picking up the car?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

p. Clarification of the work and the price?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

q. Price/quality relation?

- Praiseworthy
- Good
- Satisfied
- Tolerable
- Weak

- r. Clarification of the future need of maintenance or repair?
 - Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak

- s. Cleanliness of the car when receiving the car back?
 - Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak

- t. Did the company offer it services for booking next maintenance service time?
 - Yes, and I agreed
 - Yes, I refused
 - Already booked
 - No

MAINTENANCE SERVICE EXPERIENCE

- 6. Completing the maintenance activities at once?
 - a. Quality of the work done?
 - Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak

- b. Completing the works which were asked?
 - Praiseworthy
 - Good
 - Satisfied
 - Tolerable
 - Weak
- c. Did You need to return the car for repeat repair because the quality of the work was poor after Your last visit?
 - Yes
 - No

AFTER THE MAINTENANCE SERVICE

7. Communication

- a. Has the company contacted You via telephone, mail or personally after Your last visit?
 - Yes
 - No, if no move to the question 8
- b. Your satisfaction to this communication
 - Very satisfied
 - Satisfied
 - Somehow satisfied
 - Quite unpleased
 - Very unpleased

8. Handling questions or concerns

- a. Ability to answer Your questions and resolve Your concerns
 - There were not any mentioned above
 - Praiseworthy
 - Good

- Satisfied
- Tolerable
- Weak

b. At the moment do You have any unsolved problems with Your car?

- Yes
- No

HAVING MAINTENANCE SERVICE AND OWNING THE CAR

9. Your opinion concerning Ford retail company which takes care of Your car

a. I intend to use this company in the future for maintaining and repairing my car?

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

b. I could recommend this Ford retail company to my friends and family

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

YOUR OPINION ABOUT FORD MOTOR COMPANY

Thank You for Your feedback concerning Your experience of Your last visit to Ford retail company.

10. Now we would like to know Your opinion about us, Ford Motor company

a. It is easy to operate with Ford?

- Strongly agree

- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

b. It is easy to find the local Ford retail company?

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

c. My next car will also be Ford?

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

d. I could recommend Ford car to my friends and family?

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

e. I could recommend Ford Focus car to my friends and family?

- Strongly agree
- Agree
- Not agree or disagree

- Disagree
- Strongly disagree

FORD CREDIT

11. Your satisfaction to Ford Credit

a. In the case You bought Your last car by using Ford Credit's services, how satisfied You were with the service they offered?

- Not needed
- Very satisfied
- Satisfied
- Somehow satisfied
- Quite unpleased
- Very unpleased

b. In the future I will use Ford Credit

- Strongly agree
- Agree
- Not agree or disagree
- Disagree
- Strongly disagree

YOUR REGARDS

12. We would be delighted to hear Your opinion how could we make Your visits more pleasant in Ford companies?

BEING A CAR OWNER

13. For how long You assume to have this car You are owning at the moment?

- I have already sold the car
- Less than half a year
- 1 year
- 2 years
- 3+ years
- I do not know

14. If You have already sold the car to which brand You changed it?

- Another Ford
- Some other brand, which one? *Brand and model?*

15. Which car brands are You considering when buying next car?

Brand and model? Brand and model? Brand and model?

PERSONAL INFORMATION

16. E-mail address:

17. Sex: Male, Female

18. Age group

Under 25

25-29

30-44

45-59

60+

19. Annual driving kilometres

- Under 5.000 km
- 5.000-10.000 km
- 11.000-15.000 km
- 16.000-20.000 km
- 21.000-30.000 km
- Over 30.000 km

Ford Motor Company and Your local Ford retail company want to improve their ability to serve You also in the future. Are You giving us Your permission for using the given information for this purposes?

- Yes
- No

Make a cross in the box if You do not wish to receive customer satisfaction surveys?

- Yes
- No

We thank You for Your time. We kindly ask You to return this questionnaire in an envelope which has already paid stamp on the behalf of You!

APPENDIX 3

Arvoisa Auto Oy Vesa-Matin asiakas,

Alla oleva kysely on tehty yhteistyössä Auto Oy Vesa-Matin ja Satakunnan Ammattikorkeakoulun opinnäytetyötä tekevän opiskelijan kanssa. Kyselyn tarkoituksena on haastatella Auto Oy Vesa-Matin huoltopalveluja käyttäviä asiakkaita, jotka ovat valittu satunnaisesti, pyrkimyksenä kartoittaa asiakkaiden tyytyväisyyttä huoltopalveluihin. Haastattelun/kyselyn tulokset käsitellään täysin luottamuksellisesti ja anonyymisti, eikä yksittäistä vastaajaa pysty tunnistamaan raportista. Kyselyn tavoitteena on parantaa Auto Oy Vesa-Matin huollon asiakaspalvelua.

1. Koetteko asiakastyytyväisyyden mittaamisen tärkeäksi?

- KYLLÄ
- EN

Lisätietoja

2. Oletteko asiakassuhteenne aikana kertaakaan vastannut Fordin lähettämään asiakastyytyväisyyskyselyyn?

- KYLLÄ
- EN

Lisätietoja

3. Oletteko tyytyväinen Auto Oy Vesa-Matin huoltopalveluihin?

- KYLLÄ
- EN

Lisätietoja

4. Onko palvelu vastannut odotuksianne

- KYLLÄ
- EI

Lisätietoja

5. Koetteko, että palvelussa on ristiriitoja lupauksien ja käytännön toteutuksen välillä?

- KYLLÄ
- EN

Lisätietoja

6. Sana on vapaa – kommentteja hyvistä ja huonoista puolista!

KIITOS AJASTANNE!

APPENDIX 4

Dear customer,

This customer satisfaction survey is made in co-operation with Auto Oy Vesa-Matti and student of University of Applied Sciences (SAMK). The purpose of the survey is to find out the opinions of Auto Oy Vesa-Matti's customers concerning the customer service in car maintenance service. The results will be handled confidentially and individual respondents cannot be recognized from the report. The end results will be presented in the thesis of the SAMK student. The main function of the survey is to improve Auto Oy Vesa-Matti's customer survey.

1. Do you think that customer satisfaction surveys are important in general?

- YES
- NO

Additional information

2. Have you answered, even once, Ford Oy Ab's customer satisfaction survey during your patronage?

- YES

- NO

Additional information

3. Have you been satisfied with the services provided by Auto Oy Vesa-Matti?

- YES

- NO

Additional information

4. Has the service exceeded your expectations?

- YES

- NO

Additional information

5. Do you think that there have been conflicts between promises and practice?

- YES

- NO

Additional information

6. Free word – objects for improvement and where has Auto Oy Vesa-Matti succeeded?

THANK YOU FOR YOUR TIME!!

