Chapter-V
Findings, suggestions and conclusion

“Quality cannot be seen as separate from overall performance or the bottom line.”
Curt W. Reimann, Director, Baldrige Quality Award

5.1 Findings

The findings sieved from the analyses and interpretations of the previous chapter are presented in terms of tools used.

5.1.1 Reliability of scales

1. The co-efficient alpha value of factors related to performance and exciters of Maruti Suzuki vehicles is 0.868. This construct obtained an acceptable level of a co-efficient alpha above 0.70. It indicates that the scales used in this study were reliable. So it was used for further analysis.

2. The co-efficient alpha value of reliability of scales and item-construct loadings-satisfaction derived from the information about Maruti Suzuki vehicles is 0.766. It has provided acceptable estimates of internal consistency reliability. It also clearly indicates that the scale items are consistent with one other and they are reliable to measure satisfaction derived from the information about Maruti Suzuki vehicles. So it was used for further analysis.

3. The co-efficient alpha value of reliability of scales and item-construct loadings-factors related to satisfaction with the price of Maruti Suzuki vehicles is 0.856 and it is greater than the threshold level of 0.70. All constructs obtained an acceptable level of a coefficient alpha above 0.70. It clearly indicates that the scale items are consistent with one other and they are reliable measure of satisfaction on price. So it was used for further analysis.

4. The co-efficient alpha value of reliability of scales and item-construct loadings-factors related to value added services provided by Maruti Suzuki is 0.804 and it is greater than the threshold level of 0.70. All constructs obtained an acceptable
level of a coefficient alpha above 0.70. It clearly indicates that scale items are consistent with one other and they are reliable to measure satisfaction with price. So it was used for further analysis.

5. The reliability of scales and item-construct loadings- factors related to the level of satisfaction on the performance of the sales person of Maruti Suzuki reveals that all the eleven measurement scale items are reliable as 0.828 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range from 0.796 to 0.828 for all the constructs. It indicates that the scales used in this study reliable. It also clearly indicates that the scale items are consistent with one other and they are reliable to measure of the level of satisfaction in the performance of the sales person. So it was used for further analysis.

6. The reliability of scales and item-construct loadings- factors related to the level of satisfaction in the delivery process of Maruti Suzuki vehicles reveals that all the six measurement scale items are reliable as the Cronbach alpha coefficient of 0.802 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range from 0.736 to 0.807 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the scale items are consistent with one other and they are reliable to measure the level of satisfaction in the delivery process. So it was used for further analysis.

7. The reliability of scales and item-construct loadings- factors related to the satisfaction with place and physical ambience of Maruti Suzuki showrooms reveals that all the five measurement scale items are reliable as the Cronbach alpha coefficient of 0.759 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range from 0.697 to 0.747 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the scale items are consistent with one other and they are reliable to measure the level of satisfaction with the place and physical ambience of Maruti Suzuki showrooms. So it was used for further analysis.
8. The reliability of scales and item-construct loadings- factors related to the level of satisfaction with service quality after the purchase of a Maruti Suzuki reveals that all the five measurement scale items are reliable as the Cronbach alpha coefficient of 0.759 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range from 0.697 to 0.747 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the scale items are consistent with one another and they are reliable to measure the level of satisfaction in the place and physical ambience of Maruti Suzuki showrooms. So it was used for further analysis.

5.1.2 Percentage analysis

1. 88 per cent of the respondents are male and 12 per cent of the respondents are female. The majority of respondents are males.

2. Majority of the respondents (19.3 per cent) are in the age group of 50-60 years.

3. Majority of the respondents (86.8 per cent) have tertiary level educational qualification.

4. Most of the respondents (27.6 per cent) are businessmen.

5. Majority of the respondents (25.2 per cent) earn ₹20000 - ₹40000 per month.

6. Most of the respondents (82 per cent) are married.

7. Most of the respondents (61.2 per cent) belong to the nuclear family type.

8. Majority of the respondents (36 per cent) are from urban and semi urban areas.

9. Majority of the respondents (46.9 per cent) use petrol as fuel for their vehicles.

10. Most of the respondents (36.4 per cent) live in the family size of 5 to 6 Members.

11. Majority of the respondents (35.2 per cent) drive their vehicles 501-1000 km per month.

5.1.3 Two way table

1. Majority of male respondents (86.7 per cent) are highly satisfied with the service quality of the Maruti Suzuki.

2. Majority of the respondents (40 per cent) in the age group of “below 30” are highly satisfied with the service quality of Maruti Suzuki.
3. Majority of the respondents (93.3 per cent) who have the tertiary level educational qualification are highly satisfied with the service quality of Maruti Suzuki.

4. Among the respondents whose occupation is business, majority (60 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

5. Among the respondents those who earn below ₹20000 and earn ₹20000-₹40000 per month, majority (26.7 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

6. Among the respondents who come under the category of the married, majority (86.7 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

7. Among the respondents who belong to the nuclear family type, majority (73.3 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

8. Among the respondents who live in urban area, majority (66.7 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

9. Among the respondents who use petrol as fuel for their Maruti vehicles, majority (60 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

10. Among the respondents whose family members are limited to 3-4, majority (37 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

11. Among the respondents those who run their vehicle 1001-1500 km per month, majority (43.7 per cent) of them are highly satisfied with the service quality of Maruti Suzuki.

5.1.4 ANOVA

1. There is no significant difference between gender and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

2. There is no significant difference between age and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

3. There is a significant difference between education and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.
4. There is a significant difference between occupation and the level of satisfaction in the service quality of Maruti Suzuki.

5. There is a significant difference between monthly household income and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

6. There is a significant difference between marital status and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

7. There is a significant difference between family status and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

8. There is a significant difference between area of residence and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

9. There is a significant difference between fuel type and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

10. There is no significant difference between the number of members in family and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

11. There is no significant difference between the number of km run per month and the level of satisfaction of the respondents in the service quality of Maruti Suzuki.

5.1.5 Multiple regression analysis

1. The multiple regression model indicates that out of the five explanatory variables, four variables, namely Tangibles (t= 12.264, P<0.01), Reliability (t= 16.436, P< 0.01), Responsiveness (t= 6.681, P<0.01) and Assurance (t =-3.968, P<0.01) have significantly contributed to the level of satisfaction in the service quality of Maruti Suzuki (Y).

2. The analysis of variance of multiple regression models for Y indicates the overall significance of the model fitted (F= 2019.139, p<0.01).

3. The multiple linear regression coefficients (dependent variable) are found to be statistically a good fit as R² is .916.
4. It is found that independent variables contribute about 91.6 per cent of the variation in the level of satisfaction in the service quality of Maruti Suzuki (Y) towards the sample respondents, and this is statistically significant at 1 per cent level.

5.1.6 Weighted average score rank for satisfaction on Maruti Suzuki in “price”

1. “Actual Price” was ranked first by the selected sample respondents with the total score of 3092 and the mean score of 4.123.

2. “On Road Price” was ranked second with the total score of 2523 and the mean score of 3.364.

3. “Road Tax and Insurance Charges” occupied the third and fourth positions with the total score of 2832 and 2776 and the mean score of 3.776 and 3.701 respectively. “Registration Fees” was ranked fifth with the total score of 2742 and the mean score of 3.656.

4. “Price of Extra Fittings” occupied the sixth position with the total score of 2523 and the mean score of 3.364.

5. “Fixation Charge of Extra Fittings” occupied the last position with the total score of 2432 and the mean score of 3.243.

6. It is evident that most of the respondents gave top priority to “Actual Price”, which was ranked first for the level of satisfaction with the price of Maruti Suzuki vehicle.

5.1.7 Weighted average score rank for dimensions of SERVQUAL scale-service centre wise

1. The analysis of tangibles dimension places “Ambal Auto” ahead of other service stations by the selected sample respondents with the total score of 596 and the weighted average score of 3.92.

2. The analysis of service quality dimension reliability represents “ABT Ltd.” as the front runner by the selected sample respondents with the total score of 762 and the weighted average score of 3.34.
3. The responsiveness dimension of service quality is very high in “Jai Krishna Auto sales” with the total score of 135 and the weighted average score of 3.07.

4. In the category assurance “Ambal Auto” was ranked first by the selected sample respondents with the total score of 567 and the weighted average score of 3.30.

5. Measurement of the fifth service quality dimension “Empathy” identifies “Jai Krishna Auto sales” as being very high with the total score of 156 and the weighted average score of 3.55.

5.1.8 Overall satisfaction of the customers and types of Maruti Suzuki vehicles

1. There is no difference between the overall satisfaction of the customer and types of Maruti Suzuki vehicles.

2. It is inferred that Maruti 800 A/c, Alto Lxi and Swift VDi variants of Maruti Suzuki occupy the first, second and third ranks respectively in satisfying its customers. Swift DZire LDi occupies the last position in the customer ranking.

5.1.9 Gap analysis - expectations and perceptions on the service quality of Maruti Suzuki customers

1. There is a significant difference between expectations and perceptions of tangibles factor, namely “Excellent car service companies will have modern looking equipment.”

2. There is no significant difference between expectations and perceptions of tangibles factor, namely “Physical facilities at Maruti Service Stations are visually appealing.”

3. There is no significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations are prim.”

4. There is a significant difference between expectations and perceptions of tangibles factor, namely “Materials associated with the service (such as pamphlets or statements) are visually appealing at Maruti Service Stations.”

5. There is a significant difference between expectations and perceptions of tangibles factor, namely “When Maruti Service Stations promise to do something by a certain time, they do.”
6. There is a significant difference between expectations and perceptions of tangibles factor, namely “When a customer has a problem, Maruti Service Stations show a sincere interest in solving it.”

7. There is a significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations perform the service right the first time.”

8. There is a significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations provides the service at the time they promise to do so.”

9. There is a significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations insist on error free records.”

10. There is a significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations tell customers exactly when services will be performed.”

11. There is a significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations give their customers prompt service.”

12. There is a significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations will always be helping their customers.”

13. There is no significant difference between expectations and perceptions of tangibles factor namely “Employees in Maruti Service Stations will never be too busy respond to customers’ request.”

14. There is a significant difference between expectations and perceptions of tangibles factor, namely “The behaviour of employees of Maruti Service Stations will instill confidence in their customers.”

15. There is a significant difference between expectations and perceptions of tangibles factor, namely “Customers feel safe in transactions with Maruti Service Stations.”
16. There is no significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations will be consistently courteous with to their customers.”

17. There is a significant difference between expectations and perceptions of tangibles factor, namely “Employees of Maruti Service Stations have the knowledge to answer their customers’ questions.”

18. There is a significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations gives their customers’ individual attention.”

19. There is no significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations have operating hours convenient to all their customers.”

20. There is no significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations have employees who gives their customers personal attention.”

21. There is a significant difference between expectations and perceptions of tangibles factor, namely “Maruti Service Stations have their customers’ best interest at heart.”

22. There is a significant difference between expectations and perceptions of tangibles factor, namely “The employees of Maruti Service Stations understand their customers’ specific needs.”

5.1.10 Friedman rank test

5.1.10.1 Friedman rank test on Value added services

1. “Genuine Accessories” has higher values than the other variables with the mean value of 6.09.

2. “Maruti Driving Schools” has lower values than the other variables with the mean value of 5.46.

3. Regarding the level of satisfaction with valued added services provided by Maruti Suzuki, the respondents are highly satisfied with the genuine accessories.
4. The chi-square value is 2260.88. The degree of freedom is equal to the number of values minus 1. The significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis that “There is no significant difference in mean ranks for the level of satisfaction regarding value added services provided by Maruti Suzuki” is rejected. At least one of the variables differs from the others.

5.1.10.2 Friedman rank test on performance of the sales person

1. “Courtesy and friendliness of the sales person” have higher values than the other variables with the mean value of 6.97 followed by “Amount of time you waited to be greeted by the sales person” which has larger values than the other variables with the mean value of 6.94.

2. “Salesperson's explanation of features, advantages and benefits of vehicle including information of competition” have lower values than the other ten variables with the mean value of 5.39.

3. The respondents gave high satisfaction regarding the performance of the sales person for “Courtesy and friendliness of sales person.”

4. The chi-square value is 686.038. The degree of freedom is equal to the number of values minus 1. As 7 spending options are ranked, there are 6 degrees of freedom. It is clear from the above table that the significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis that “There is no significant difference in mean ranks for the respondents’ level of satisfaction in the performance of the sales person” is rejected. At least one of the variables differs from the others.

5.1.11 Factor analysis on level of satisfaction with performance and exciters

1. Bartlett’s test of sphericity is used to test whether the correlation matrix is an identity matrix. The test value (13499.495) and the significance level are less than 0.01.

2. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test is based on correlations and partial correlations of variables. If the test value or KMO measure is closer to 1, then it is good to use the factor analysis. The value of test statistics is given above as 0.683 which means that the factor analysis for the selected variables is found to be appropriate to the data.
3. The principal component analysis is used. It is a multivariate technique for identifying linear components of a set of variances. The principal component analysis has extracted two factors; there are ten factors that have Eigen values more than 1; i.e., 6.713, 3.088, 2.512, 2.296, 1.883, 1.683, 1.530, 1.343, 1.258 and 1.041.

4. The ten factors extracted together account for 70.75 per cent of the total variance under Rotation Sums of Squared Loadings, which is a good sum.

5. The number of variables has been economized from thirty three to ten underlying factors. Only 29.25 per cent of the information content has been lost and the remaining 70.75 per cent is retained by the ten factors extracted out of the thirty three variables.

**5.1.12 Factors for satisfaction with the information received during the purchase of a Maruti Suzuki vehicle**

1. Kaiser-Meyer-Olkin measure of sampling adequacy shows the value of test statistics of 0.696, which means that the factor analysis for the selected variable is found to be appropriate or good to the data.

2. Bartlett’s test of sphericity is used to test whether the data are statistically significant or not with the value of test statistics and the associated significance level. It shows that there exists a high relationship among variables.

3. The seven variables in the data are reduced to two factor model and each factor may be identified with the corresponding variables as follows:

   Under the variable categories of price and process: Information about actual price, Information about on road price, and Information about the finance related documents are positioned as Factor I. Under the variable categories of Product, price and delivery: Information on your questions at the time of delivery of Maruti Suzuki vehicle, Information regarding the comparison of your Maruti Suzuki vehicle with that of the competitors' vehicles of same segment, Information about product specifications, and Complete information about purchase paper work are positioned as Factor II.
5.1.13 Discriminant analysis on socio-economic factors and satisfaction factors

1. The variable age was entered in step 1, “gender” in step 2 and “total monthly income” in step 3 and followed by “area of residence”, “type of Maruti Suzuki vehicle owned” and “fuel type”. All variables are significant at 1 per cent significance level. All the variables are significant discriminators based on their Wilk’s lambda and $D^2$ value.

2. The function using the variables selected in the analysis classified 65.2 per cent of the cases correctly in the respective groups. It is found that the discriminant function analysis was applied to the respondents on low user and high user. The following factors significantly discriminate the two users. They are Age, Gender, Area of residence, Total monthly income, Type of Maruti Suzuki vehicle owned and Fuel type (1 per cent level).

5.2 Suggestions

These suggestions are the result of the researcher’s analyses, interpretation and findings. They are made for Maruti Suzuki to view seriously and implement as many as possible so that their customers attain the maximum satisfaction in the quality of service rendered.

5.2.1 Suggestions to improve the service quality at Maruti Suzuki workshops

When a customer brings his/her car to a Maruti Suzuki service station for service, routine maintenance or the fixation of a problem, this itself is a burden. He/she faces real annoyance, when he/she bring his/her car more than once for the same reason such as fixing a problem, which is half done at the service station or done improperly. A normal visit of a car owner to a service station means a series of hitches: travel to the station, the wait at the reception, the loss of one’s transportation hurry, the time spent, the transportation required to pick the vehicle and the wait at the service reception to take the vehicle.

The following suggestions are recommended to a Maruti Suzuki service station to improve its customer satisfaction at its workshop level.
5.2.1.1 Latest practices to be implemented

The company can enhance its after-sale services by adopting the latest practices. A few of the practices are listed below:

- Opening a twenty four hours toll-free numbers to register customer complaints
- Attending the customer’s complaints in the least possible time by having service points at all dealerships
- Free service camps once or twice in a year and
- Adopting techniques like Six-Sigma to reduce the repetitions of errors.

5.2.1.2 Major areas to be concentrated

Maruti Suzuki has to concentrate more on the five basic areas of operation, namely Training of Employees, Tooling and Equipment, Job Systems, Procedures and Manpower Loading, and Parts Operations.

(A) Staff training

Staff members of Maruti Suzuki have to be trained. Following is the recommended scheme of training to various staff categories.

(B) Sales staff

Sales staff have to be properly trained in various operational features of all models of vehicles. Tests may be conducted at regular intervals. Toppers may be given suitable appreciation and incentives.

(C) Service staff

Service staff needs good communication skills. Proper training in communication and rapport building with customers shall be given to them. The most customer friendly service staff may be suitably rewarded. Service staff shall be asked to have familiarity with customer comeback and tracking/prevention.
(D) Service advisor

Service advisors shall be properly trained in preparing an accurate and complete job repair order documentation. They must be advised to review all service bulletins.

(E) Service technicians

Service technicians must be insisted to have certification in their respective specialty areas. Proper procedures for diagnosing, servicing, and repairing vehicles shall be implemented. Service technicians should review all service bulletins. They must have knowledge in the use of TIS.

(F) Tools and equipment

All service stations should have the following provisions:

- Specialised diagnostic, testing, and calibration equipment
- Tools, supplies, work materials and workshop equipment
- Well-maintained library of service manuals
- Logically catalogued set of service bulletins, and
- Ready access to TIS.

(G) Job systems, procedures and manpower loading

The following measures taken will improve the satisfaction level of customers coming for service.

- Utilisation of an effective Quality Assurance Procedure
- Not returning the vehicle to a customer until the “fix” has been verified
- An appointment system for efficient handling of comebacks
- A dispatch system that utilises proper technicians
- Adequate availability of service advisors on hand, and
- Enough service technicians to handle scheduled workload.
(H) Parts availability

The following points regarding spare parts will improve the customer satisfaction level.

- A policy that allows parts stocking and expediting that minimises parts-related repair delays.
- Stock parts comeback-tracking indicates a need.

A cohesive and co-operative working relationship between the Parts and Service Departments.

(I) Comeback control meetings

A comeback is any instance in which a customer must bring his or her vehicle back to the dealership to have work done that should have been done correctly the first time. Comebacks erode consumer confidence, undermine customer loyalty and repurchase intention, and eat away service department profits.

Work done right at the first time is the major expectation of a customer coming for a vehicle service. It can be achieved by adopting the following points:

- Review each comeback
- Determine and implement process improvements
- Address service advisors, technicians, equipment and facility needs
- Develop new customer satisfaction initiatives, and
- Review Service Satisfaction Survey (SSS) programmes.

5.2.1.3 Hospitality

Car owners feel that the hospitality shown by dealers is better during their visits to the places of dealers before and immediately after the purchase. But after some time they face a problem with their dealers regarding after sales service. Therefore, it is suggested that the services rendered or to be rendered should be properly explained; friendly approach and reliability in service are to be further improved.
5.2.2 Other suggestions

1. Most of the respondents express that they have technical problems in their existing car and some of them opine that they switch over to another brand because they would like to buy a new technology car. Hence the government should announce a National Award for the automobile companies which adopt research and development measures so that Indian cars can really become world class quality.

2. The promotional activities taken by the company need to be more effective. If the firm promotes products rigorously and effectively then customers will get more information regarding the Composite Insulators.

3. Indian youth/consumers are very strongly influenced by testimonials of sports personalities, film stars and celebrities. For positioning the consumer durables like cars, the manufacturers can utilise the endorsement of these celebrities.

4. Customers form their expectations through statements made by friends and relatives and therefore it would be beneficial if the extent of influence of such groups was studied. It may be found through closely studying the social interactions of consumers. Attractive incentives may be given to present customers if they introduce their friends and relatives to buy a Maruti Suzuki vehicle.

5. Experts believe that the main driver of the Indian car market is the availability of car finance on easy instalments and reasonable interest rates. Most of the respondents also reported that due to the easy availability of finance, they could buy cars. So car dealers should have tie-up arrangements with authorised financial institutions and see that loans are quickly made or arranged to boost sales.

6. The demand for small car segment is increasing because of the growing number of nuclear families as well as parking problems. Hence the manufacturers should find out the needs, wants, tastes and preferences of consumers in order to design suitable products.

7. The respondents perceive that driving comfort and fuel economy are the most important features of passenger cars followed by the availability of spare parts and the price of a car; thus manufacturers should design a product giving maximum weightage to these factors.
8. A large component of a passenger car’s cost is taxes such as excise duties, central and state sales taxes which push up the ex-factory price of a car by around fifty per cent. The governments, both the central and the state, should come forward to reduce these tax levels to enhance the demand for cars in the country.

9. The study reveals that the middle class population has risen to a considerable per cent of the total population. Hence the brand image and brand loyalty could be boosted by selling quality cars at a reasonable price to suit the needs of the middle income group.

10. India is witnessing significant changes in the economic and social status of women. Many women are now becoming educated, and they pose challenges in employment once reserved for men. According to the observations made, it is stated by most of the female respondents that automobile manufacturers should study the behaviour of women and should produce a car exclusively for women as two wheeler manufacturers are doing.

11. Customer satisfaction can be improved by providing more headroom for customers whose height is more than six feet.

12. Modification can be done for FM antenna as it is difficult to use the car body cover with the fixed protruding antenna on roof top. Customers would be more satisfied if the position of antennas shifted to the driver side corner.

13. The waiting period for diesel version of some cars (Swift, Swift DZire and SX4) is too long. Steps should be taken to increase the production of those cars.

14. The colour choices on cars available can also be increased.

15. A sales person may avoid directly or indirectly compelling the customers to choose a particular model car. Customers may doubt that the sales person may recommend a car that is not fast-selling.

16. After sale customer meet may be conducted two or three times to clarify customers’ doubts about the operations of a car. Free gifts for the maintenance of cars may be offered in customers’ meet.
17. A test drive of the allotted car may be given to the customer before delivery to satisfy him that the car is in perfect condition.

18. Utmost care must be taken by dealers that all particulars of the customer and financiers are correctly written in the records.

19. To ensure that a product finds a place in the minds of consumers, the manufacturers should position their products and services through sales promotional activities such as advertisement through media.

20. Since many customers complained that a test drive was not satisfactory, Maruti Suzuki must offer maximum test drives.

21. Maruti Suzuki should be more particular about after-sales follow up as it shows the concern of the company with the customer.

22. The add on services offered by Maruti like Maruti Finance, Autocard, Maruti Mobile Service and Maruti Driving Schools are not popular among customers of Maruti Suzuki. Companies should take measures to popularise them.

23. Initially Maruti was operating in the market which was part of closed economy. But with the opening of market, the scenario has changed dramatically. Now in this present international juncture both challenges and opportunity are immense. With such immense growth Indian auto mobile sectors attract global players, who want to make their name a household name in Indian auto mobile sectors. Hence Maruti has a tough competition from the companies like Hyundai, GM, Honda, Telco, Ford and so on. So Maruti Suzuki should improve its small segment cars. A maximum market share of small segment car is captured by Maruti Suzuki, which is facing a tough competition from players like Hyundai; Hyundai launched its Santro Xing and i10 to give more excitement small car segment. So Maruti Suzuki should improve this segment by lunching newer models with better facilities.

24. Maruti is offering the diesel variant in a less number of models. As this variant is more demanded by the customer Maruti Suzuki should look into this matter. It should also offer the Compressed Natural Gas (CNG) enabled models to take newer market shares.
25. Maruti Suzuki should give a user-friendly hassle free, feedback forms to its customers without compelling them to rate their services high.

26. Maruti Suzuki service stations should work in a full swing on all Sundays without any staff reduction; instead of Sundays, any other week day may be made a holiday.

27. Maruti Suzuki should try offering services at credit; it should enable customers to pay for its services later within a reasonable period; customers may be allowed to pay online.

28. Maruti Suzuki should display the table of prices and services.

29. Maruti Suzuki should enable customers to complain against service stations, the performance of sales persons, showrooms, and after-sale services directly to the managers and directors of the company via email, and such complaints/grievances should be redressed promptly.

30. Maruti Suzuki can operate a mobile service which can offer 24 * 7 services to its customers especially the problems of flat tyre; it can also by door-services taking the mobile services to the residence of the owners of Maruti Suzuki vehicles. This kind of services may be charged / priced nominally.

31. Maruti Suzuki may send SMSes regarding car-care tips, in addition to service reminders for periodic services, in order to show that customers are the real concern of Maruti Suzuki.

32. Sales persons should use genuine strategies to convince customers without misleading them with cheap business tactics such as that the model the customer demands is not available at the moment though it is very much in the stock yard.

33. Maruti Suzuki should start a special wing to directly help out customers from the problems of road accidents; not just with helpline numbers simply to direct them with some useless instructions.

34. When a vehicle is entrusted to the company for a periodic or special service, a good water service should be made as it is going to make a strong impression on customers with its sparkingly clean look.
35. The antenna to receive signals of frequency modulation is placed in the new version of Swift and Swift DZire is so positioned on the rear of the vehicle that the body-cover to protect the sheen of the colour of the exterior of a vehicle from heat and dust can never be used. This positioning of the antenna should be changed so that customers can use body-covers to protect their car from the heat of the sun and dust.

5.3 Conclusion and future research

It could be concluded that Maruti Suzuki has to close the gap between customers’ expectation and perceptions of services. It should not exaggerate its quality of services in order to prevent higher customer expectations of service. Otherwise, customers’ expectations do not match their perceptions and service quality is considered low.¹

Finally, in order to enhance service quality, customer attraction should be retained, and competitive advantage should be gained, people-based companies have to increase employees’ attitude, training and improve their knowledge of services.

Maruti Suzuki should also introduce new vehicles with the latest technology. It has to introduce more number of diesel and liquid petroleum gas (LPG) versions.

The study considered only the customers’ point of view from service quality of car service agencies. Hence, future studies are recommended to conduct surveys of managers and employees because their understanding of customers’ expectations as well as their communication with customers is important to the final perceived service quality of car agencies.