Chapter VI

Chapter VI
Summary of Findings and Suggestions

This is the final chapter of the thesis, which aims to summarize the thesis with final conclusions, suggestions and further research prospects. The conclusions are drawn from the results obtained from analyzing the survey performed and the respective literature. The suggestions presented are intended for the automobile companies and also in general for the persons or institutions interested in the subject of the thesis. Last but not the least, the contributions of the thesis in the theoretical and empirical levels as well as the directions for future research opened by our results are presented here.

6.1 *Summary of Findings*

6.1.1 *Service Quality Factor - A key determinant consumer satisfaction in the Indian market*. Five determinants of service quality factor are: "Tangibles", "Reliability", "Responsiveness", "Empathy", and "Assurance". The highest and least scores of the importance (expectation) and satisfaction (experience) dimensions are brought based on predefined aspects related to service quality factors. Service quality factors have been ranked by their importance and satisfaction score. According to the figures listed in the table based on the views of car owners, it can be seen that the importance of service quality factors for Iranian owners were lesser than Indian owners. Comparing the importance scores in different rows, it is understood that all service quality factors are important and have very little difference with each other in Indian society in comparison with Iranian society.

The Reliability factor of consistency, dependability and accuracy of the promised services delivered mattered the most to Iranian car owners and the Assurance factor of knowledge and courtesy of employees mattered the least. The Indian car owners, on the other hand, preferred the tangibility attribute of the appearance of physical facilities, equipment, materials and personnel of the company over the Responsiveness attribute of willingness or readiness of employees to provide service. Overall, the data shows weightage given to service quality factors by the Iranians was more than the Indians.

Level of caring and individualized attention that personnel provides to customers is a part of Empathy attribute which ranked the highest for the Iranian respondents while they rated less highly when compared to the tangibility attribute of the appearance of physical facilities, equipment, materials and personnel of the company. But the Indians responded well to the Reliability attribute of consistency, dependability, and accuracy of the promised service delivered and not to the Assurance attributes. The correlation between the importance (expectation) and satisfaction (experience) levels are shown, based on predefined aspects related to service quality factors. The Iranian society showed a stronger correlation (r= 0.065) between the satisfaction and importance factors.

It is quite common all across the automobile industry to find that client service is deficient, not only at the time of purchasing a new car but also in the various processes and activities relating to main areas of operation such as sales of spare parts and auto repairs in the distribution outlets. The lack of training, up-to-date information, true understanding and knowledge of the product, its service and even including the required treatment in all areas given to a customer, reflects a considerable setback in this field, because it can affect not only potential sale to the person who has not been treated well but also in other perspective customers who have not even visited the dealership or has any experience with the automobile. It is important to mention that as the car distribution sector pays more attention to the level of service quality, such interest can generate increased certainty in the market performance because it will show customers that manufacturers and distributors really satisfy existing needs.

6.1.1.1 *Tangibles*

The first variable of Service Quality is tangibles. The details of tangibles attributes are: **TAN1 (Had signs that were easy to locate), TAN2 (*Was easily accessible by telephone*), TAN3 (*Providing visually appealing equipment*), TAN4 (*Had office and waiting areas that were comfortable*), and TAN5 (*Appearance, Attitudes and Uniforms of employee*).** The scores in the tangibles table indicate that, on the whole, the Iranian owners were less satisfied than the Indian. The majority of the Iranian respondents preferred the appearance, attitudes and uniforms of employees while the Indians favored signs that were easy to locate and

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services that was easily accessible by telephone. Indians were not much attracted to the visually appealing equipment that was provided.

6.1.1.2 *Reliability*

The second variable of Service Quality is Reliability (*This quality dimension involves the consistent, dependable, and accurate delivery of promised services*). The details of reliability attributes are: **REL1** (*Number of people dealt with to get the service*), **REL2** (*The service was provided in a fair and equitable manner*), **REL3** (*It was clear what to do if I had a problem*), **REL4** (*Waiting time at the service location*), **and REL5** (*Performing the services right the first time*). This service quality dimension involves the consistent, dependable and accurate delivery of promised services. Again there has been a considerable lower level satisfaction amongst the Iranian car owners as compared to the Indian counterparts. Performing the services right the first time seems to be more important for the Iranian than the number of people dealt with to get the service. Similarly, the Indians also rated the services done right the first time but attributed less to the service provided in a fair and equitable manner.

6.1.1.3 *Responsiveness*

The third factor of Service Quality is Responsiveness (*concerns the willingness or readiness of employees to provide service*). The details of responsiveness attributes are: **RES1** (*My questions were answered*), **RES2** (*Forms were easy to understand and fill out*), **RES3** (*Keeping customers informed about when service will be performed*), **RES4** (*It was easy to find out how to get the service*), **RES5** (*I received consistent information/ advice*), **and RES6** (*Understanding the specific need of customer*). This dimension of service quality concerns the willingness or readiness of employee to provide service. The study of the table show more lack of interest in this factor of the Iranians than the Indians. Getting consistent informational advice from the service staff seems to be valued more by Iranians than being informed about the time of service. Indians, on the other hand, preferred their questions being answered rather than understanding of their specific needs.

6.1.1.4 *Empathy*

The fourth variable of Service Quality is Empathy (*This dimension of service quality relates to the level of caring, and individualized attention that personnel provides to customers*). The details of empathy attributes are: **EMP1** (*Service staff were courteous*), **EMP2** (*Service Staff were*

helpful), **EMP3** (*Service staff were good listeners*), **EMP4** (*Service staff were competent*), **EMP5** (*Service staff were respectful*), **EMP6** (*Service staff were flexible*), **and EMP7** (**Service** *staff had up to date information*). The level of caring and individualized attention given by the service staff to the customers was measured here. The various variables measured were the service staff being courteous, helpful, good listeners, competent, respectful, flexible and capable of giving up-to-date information. Here again Indians score higher satisfaction than the Iranians. Both valued getting up-to- date information higher than the service staff being courteous.

6.1.1.5 *Assurance*

The fifth variable of Service Quality is Assurance (*knowledge and courtesy of employees*). The details of assurance attributes are: **ASS1** (*Safety performance of automobile*), **ASS2** (*Sincere and responsive attitude to customer complaints*), **ASS3** (*Employees instill confidence to customers*), **ASS4** (*Knowledgeable and skillful provision services*), **ASS5** (*Sincerity and patience in resolving customer's problem*). This encompasses the knowledge and courtesy of the employees. Safety performance of automobiles, the sincere and responsive attitude toward complaints, confidence in their services, knowledge, skill, sincerity and patience used to resolve consumer's problems were studied in detail. Overall the Iranians were less satisfied. They were more concerned about the sincerity and patience shown to resolve their problems than the sincere and responsive attitude of the service staff. The Indians were not that much in favour of the safety performance of automobiles as much as they were about the confidence instilled in the service staff.

6.1.2 Brand factor plays a more important role in Iranian market. The seven determinants of brand factor developed by Daniel A. Sheinin are used here. They are: "**Brand Awareness**", "**Brand Equity**", "**Brand Competence**", "**Brand Sophistication**", "**Brand Excitement**" "**Brand Sincerity**" and "**Brand Image**". The aforementioned factors were scored here. The range of scores dealt with the expectation and satisfaction of the car owners. Practically all the attributes scored equal with little differences, more so for the Iranian car owners as compared to Indian car owners. The Iranian car owners preferred the quality of intellectually sophisticated and worldly to being open and truthful. The Indian car owners on the other hand showed maximum interest in brand awareness and least in brand which gave meaningful experiences. The predefined aspects related to brand

attributes show the range of satisfaction, where the Iranian car users scored better. There is also very little fluctuation among the different attribute scores. Brand sophistication has the highest meaningful result with brands awareness scoring the least. On the contrary brand awareness meant the most for the Indian car owners with least score going to brand sincerity.

Whether your brand is large or small, only a very small proportion of your customer base actually cares about it. If your brand were taken off the market few customers would grieve. Most would just buy something else, some without even noticing. Fortunately, customers don't have to care about the brand to buy it – they don't need to think that it is the best; they also don't need to be emotionally bonded/committed either. They buy without these, and most of the sales will always come from people who simply don't care. The role of marketing is not to change this situation. That would be a Herculean task and certainly expensive, if at all achievable. Marketing's task is to reach beyond the (few) heavy customers and out to the great masses of occasional/light or 'none' customers, and ensure that they keep thinking about the brand a bit. Building simple awareness and a positive attitude isn't enough. It is reasonably straightforward to teach consumers that the brand is a good example of the product category that they buy. But to ensure that they keep thinking about this is a difficult and on-going task.

6.1.2.1 *Brand Awareness*

Brand awareness is an important way of promoting commodity- related products. The details of brand awareness attributes are: **BA1** (*This brand comes to mind first in the automobile market*), **BA2** (*I view this brand as the leader in the automobile market*). The aspects measured were the brand being thought of first in the automobile market and also being viewed as a leader. The Iranian respondents felt particularly strong about the brand being a leader in the market although it was less as compared to the Indians. On the whole the Iranian owners were less satisfied than the Indians.

6.1.2.2 *Brand Equity*

The second variable of brand is Brand Equity (*An intangible value-added aspect of a particular good that is otherwise not considered unique*). The attributes of brand equity are: **BE1**

(*This brand always delivers on what they promise*), **BE2** (*This brand is a name which I can always trust*), and **BE3** (*I feel proud to be this brand customer*). This is an intangible value-added aspect of a particular good that is otherwise not considered unique. The factors investigated were that this brand always delivers on what it promises, is a name which can be trusted and felt proud of. The scores taken together suggest that Indians were not as much impressed as the Iranians. The Iranians cared more about whether the brand delivered what it promised and can be trusted than the brand being something they were proud of while the Indians rated the brand that delivers what it promised, higher.

6.1.2.3 *Brand Competence*

The third dimension is brand competence. The attributes of this dimension are: **CO1** (*I buy this automobile as reliable brand*), **CO2** (*I buy this automobile as intelligent brand*), and **CO3** (*I buy this automobile as successful brand*). The attributes involved in this variable are the brand being reliable, intelligent and successful. Both the countries' sample respondents responded well to the brand being successful. Indians did not favor brand competence as much as the Iranians.

6.1.2.4 *Brand Excitement*

Consumers search for brands that give them meaningful experiences. The fourth dimension of brand is Brand Excitement .The attributes of brand excitement are: **EC1** (*I buy this automobile as daring brand*), **EC2** (*I buy this automobile as spirited brand*), and **EC3** (*I buy this automobile as imaginative brand*). The aspects explored here are the brand as a daring, spirited, and imaginative experience for the consumers. The Iranians showed liking for spirited brand while the Indians liked the imaginative brands. Indians were less excited about this dimension of brand than the Iranians.

6.1.2.5 *Brand Sophistication*

The fifth dimension of brand is Brand Sophistication. The attributes of brand excitement are: **SO1** (*I buy this automobile as upper class brand*), and **SO2** (*I buy this automobile as charming brand*). This encompasses the quality of worldly or intellectual sophistication through cultivation or experience. It depicts the brand as being upper class or charming. The Iranians chose the brand being an upper class symbol more, unlike the Indians who

chose the brand because it was charming. In fact the Iranians responded better to this attribute than the Indians.

6.1.2.6 *Brand Sincerity*

The sixth dimension of brand is Brand Sincerity. The quality of being open and truthful meant more to the Iranians than the Indian owners. Attributes of brand sincerity are: **SI1** (*I buy this automobile as honest brand*), **SI2** (*I buy this automobile as wholesome brand*), and **SI3** (*I buy this automobile as cheerful brand*). The honesty, wholesomeness, and cheerfulness of the brand sincerity were studied here. The Indians and Iranians felt stronger about the honesty attribute than others.

6.1.2.7 *Brand Image*

Brand Image is the seventh dimension of brand. The perception of brand in the mind of persons is studied here. It measures the customer's view point as to the brand being well known, whether the brand sells only high quality automobiles or if the brand carries product of high quality. The attributes of brand Image are: **BI1** (*I buy this brand as well-known brand*), **BI2** (*This brand can be only in high-quality automobile*), and **BI3** (*I buy this brand carry product of high quality*).This brand factor has the highest mean scores as compared to its other dimensions. Both Iranians and Indians value the brand because it is well known. The Iranians on the whole value brand image more than the Indian car owners.

6.1.3 Price Factor plays a crucial and most important role in the Indian market. The Price instrument used here was developed by Timothy Matanovich, Gary L. Lilien, and Arvind Rangaswamy, in 1999. It has following eight attributes: **PI1** (*This automobile is frequently promoted through price deal*), **PI2** (*The method of payment was convenient*), **PI3** (*The billing process was straight forward*), **PI4** (*Billing for the service /product was timely*), **PI5** (*This automobile can often be bought at promotional prices*), **PI6** (*Frequent price deals are offered for this automobile*), **PI7** (*The price was reasonable*), and **PI8** (*The payment period was reasonable*). It measured eight attributes like the automobile being frequently promoted through price deals, payment method being convenient, billing process was straight forward and timely, product available at promotional prices and frequent price deals, with the price and payment period being reasonable. Price attributes have been ranked by their importance and satisfaction scores based on predefined aspects. The results show that the Indian car

owners gave more favorable response to the importance of price attributes than the Iranian owners. Comparative study shows very slight fluctuation among the different row's scores. The payment period being reasonable was the maximum while the minimum was awarded to frequent price deals being offered. Similarly, Indian car owners too preferred the reasonable payment period the maximum but chose to differ in their minimum score which was given to billing being timely. When evaluating the price of an automobile, buyers usually compare the price paid with their reference prices, price levels that they consider fair or reasonable for that particular product. Most buyers would tend to form their reference prices based on the prices to which they are currently exposed. Research has found, however, that the relative impact of all prices that a buyer observes on the reference price depends on the order in which they are presented. This order effect, discovered in the mid 1960s, states that buyers who see prices in descending order formed higher reference prices than those who see them in ascending order. Apparently, greater weightage is given to the first prices that the buyer observes in a range. In their effort to influence prices, firms are also known to provide a suggested reference point, be it a manufacturer's suggested price, or recommended retail price or a comparative frame of reference such as the competitor's higher price.

6.1.4 Product feature Dimensions have a better impact on the Iranian market.

This thesis adopted the Product feature instrument developed by Jose Luis Nueno and John A. Quelch,, in 1998. It contains the three determinants: "**Automobile Performance**", **"Technical service", and "Delivery and service".** The attributes of automobile performance are: **PF1 (*Consistency of automobile quality*), PF2 (*Technical performance of automobile*), and PF3 (*Supplier's quality systems*).** The attributes of Technical service are: **PF4 (*Ability to innovate (R&D)*), PF5 (*Design expertise*),** and **PF6 (*Responsiveness on technical service*).** The attributes of Delivery and service are: **PF7 (*Reliability of delivery*), PF8 (*Speed of delivery*), PF9 (*Feedback, especially on problems*), PF10 (*Confidence of continuity of supply*),** and **PF11 (*Interpersonal skills of representative*).** Under the first feature, consistency of quality, technical performance and supplier's quality systems were studied whereas the second feature comprised of ability to innovate, design expertise and responsiveness attributes. Under the third feature comes the reliability and speed of delivery, feed back on problems and confidence of continuity of supply and interpersonal skills of representatives. Iranian respondents felt particularly

strong about the speed of delivery and gave weak responses to the ability to innovate. The Indians, though, preferred the quality consistency factor over design expertise and reliability of delivery. As far as satisfaction was concerned, the Iranians scored better than the Indians. Any innovative activity has to take into consideration the underlying interdependencies as well as the company's competitive strategy. At any stage of development, innovative decisions have to be consistent with business strategy. Central factor of competitive strategy is the choice of the market position and its realization. Usually, strategies more dominated by the marketing function focus on innovative product technology while price leadership will go along with innovations regarding production process efficiency and large scale production. The results from empirical research show that founding competitive strategies primarily on competencies regarding product innovation in an isolated manner can carry the risk of neglecting important competencies in operations such as cost efficiency and time performance (Milling, Hasenpusch 2000). An improved performance of manufacturing companies can be expected from tighter linkages between product and process innovation (Kim et al. 1992). Innovation is stimulated or inhibited by different forces changing over time. By identifying, and then separating process and product innovations, the industrial innovation pattern is related to three different stages. When a new technological paradigm is coming up, product innovation is strongly driven by the demand of new product features. After the emergence of a dominant design and increasing market demand, process innovations are mainly output rate stimulated while product innovation activity diminishes.

6.1.5 Advertising Dimensions play a prominent role in the Indian automobile Industry. Priscilla A. LaBarbera, Peter Weingard, and Eric A. Yorkston made an advertising instrument which is utilized here. The fourteen attributes studied here were in association with Media Advertising attributes compromising news papers, magazines, signboard, radio, documentaries, internet and television. The attributes in detail are advertising campaign being more expensive than competitors, product being intensively advertised and more frequent; campaigns were straight forward and easy to understand; clarity in written and form formats; information regarding access to automobile and lastly the automobile being frequently promoted. Internet was chosen the least number of times

by both the Iranians and the Indians while newspaper was given higher preference by the Iranians differing from Indians who chose the television and sign board. Furthermore, the Iranians scored highest for more expensive advertising unlike the Indian car owners who gave least score to the same. The most meaningful score was given to intensive advertising by the Indians. It contains fourteen attributes out of which seven attributes belong to Media advertising. This research has identified several dimensions and belief items that are predicted to influence consumers' satisfaction toward advertising. A survey will be administered to a convenience sample recruited from car owners groups to test the significance and importance of the dimensions of attitudes toward advertising. In advertising research, replication based studies are of increased importance in light of continual developments in communication technologies. In addition, management implications of the testing of these dimensions and beliefs toward car owners based advertising would aid in explaining and understanding why advertising in automobile market is effective. The identification of the significant dimensions of advertising, would also aid the effectiveness of campaign design and implementation. Many advertising campaigns have therefore been highly effective while being devoid of any meaningful information. For instance, recently in Australia, Mitsubishi Motors achieved a rare thing in automotive marketing of a market share gain without launching a new model or price promotion. The gain was attributed to a break-through TV advertising campaign that featured people singing along to music in their cars. The campaign also propelled the song used in the commercial, back onto the music charts. These advertisements featured no information about the cars. If you want your advertising to resonate with prospective automobile owners, it is essential that you appeal to their emotions in some way. Fail to do this and you might as well be throwing money out the window. Effective advertising sells your message, company, or product. They may or may not be creative, but if you can package some good creativity with a message that appeals to a strong need or want within your target audience, it will certainly help. Effective advertisings are convincing. They engage prospects as if you were speaking directly to them, and when you succeed in making this connection your prospective customers' thoughts will become your brand itself. Even if you achieve the enviable position of having a provocative ad execution with an effective message, your work is far from over. In fact, in the world of advertising,

your work is never over. Continually exposing your customers, prospective customers, and suspects (those who aren't currently interested in your company or product, but who might be shortly) to the same messaging over a prolonged period of time will lead to stagnation. Eventually, you will fail not only to inspire brand loyalty, but also to retain it.

6.2 *Testing of Hypotheses*

6.2.1 *First hypothesis:*

The model concentrates on five gaps which can impair the extent of service quality delivered. This study focused on Gap 5: the difference between automobile users' experience and expectation. The SERVQUAL instrument developed by Parasuraman , Zeithaml and Berry in 1985 and improved by " Gronroos" (Gronroos 2000) was adopted. It contains the five determinants; "Tangibles", "Reliability", "Responsiveness", "Empathy", and "Assurance". Details from these service attribute are presented. We used T-test technique for our data analysis. The T- test procedure tests whether the mean of a single variable differs from a specified constant. This test assumes that the data are normally distributed; however, this test is fairly robust to departures from normality. We were allowed to presume the data was normally distributed approximately. T-test indicates that the difference is significant ($t = 39.74$, $p < 0.001$). This means that the first hypothesis (***H1) cannot be rejected.*** Hence, we can conclude that Indian automobile owners expect more service quality from manufacturers than Iranian automobile users.

6.2.2 *Second hypothesis:*

The Brand instrument developed by Daniel A. Sheinin in 1998 was adapted. It contains seven determinants; they are "**Brand Awareness**", "**Brand Equity**", "**Brand Competence**", "**Brand Sophistication**", "**Brand Excitement**" "**Brand Sincerity**" and "**Brand Image**". T-test indicates that the difference is significant ($t = 33.86$, $p < 0.001$). This means that the second hypothesis (***H2) can be accepted***. Hence, we conclude Iranian automobile owners are more brand oriented than Indian automobile owners.

6.2.3 *Third hypothesis:*

The Price instrument developed by Timothy Matanovich, Gary L. Lilien, and Arvind Rangaswamy, in 1999 was adopted. It contains eight attributes. The price attributes are: **PI1** (*This automobile is frequently promoted through price deal*), **PI2** (*The method of payment was convenient*), **PI3** (*The billing process was straight forward*), **PI4** (*Billing for the service /product was timely*), **PI5** (*This automobile can often be bought at promotional prices*), **PI6** (*Frequent price deals are offered for this automobile*), **PI7** (*The price was reasonable*), and **PI8** (*The payment period was reasonable*). T-test indicates that the difference is significant (t = 6.07, p < 0.001). This means that that third hypothesis (*H3) can be accepted.* Hence, it can be said that Price is a more crucial factor for Indian automobile owners than Iranian automobile owners.

6.2.4 *Fourth hypothesis:*

The Product feature instrument developed by Jose Luis Nueno and John A. Quelch,, in 1998 was adapted for this thesis . It contains three determinants; they are: "*Automobile Performance*", "*Technical service*", and "*Delivery and service*". T-test indicates that the difference between satisfaction of Iranian and Indian car owners is significant (t = 48.23, p < 0.001). This means that the fourth hypothesis (*H4) can be accepted.* It conclusion, we can say that, Features of automobile are more considerable among Iranian car owners than Indian owners.

6.2.5 *Fifth hypothesis:*

The Advertising instrument developed by Priscilla A. LaBarbera, Peter Weingard, and Eric A. Yorkston, in 1998 was adapted. T-test indicates that the difference between satisfaction of Iranian and Indian car users is significant (t = 6.07, p < 0.001). This means that the fifth hypothesis (*H5) cannot be rejected.* Here, we can draw the conclusion that Indian automobile owners are more influenced by advertising than Iranian owners.

6.3 *Suggestions*

In this section we present the implications and recommendations based on the conclusion and statistics. We address practitioners and automobile manufacturers as well as provide idea for theory and future research.

I) *Prioritize Service Quality in the Indian Market*. Car manufacturers need to focus on car user's expectation by gaining more information about consumers' attitude and preparing plans to improve the weak points vis-à-vis lack of training, up- to- date information , true understanding and knowledge of the product, its service including the required treatment in all areas given to a consumer. Neglecting this factor could considerably affect sales among prospective consumers as also as enquires. It is important to mention that as the car distribution sector pays more attention to the level of service quality, such interest car generate increased certainty in the market performance thus increasing consumers' confidence   . We can also state that service quality, the instrument is not homogenous and some dimensions potentially matter more to users than others. The results suggest this is more applicable to the Indian automobile market.

II) *Car manufacturers in the Iranian market need to pay more attention to Brand determinants.* Recognized brand names were reported to differentiate the offers among manufacturers and to give them an advantage over competitors. Customers reported they were willing to pay more to do business with automobile manufacturers with a strong and positive brand. In order to differentiate themselves from the thousands of competitors, logistics manufacturers must be diligent in developing and communicating their distinctive capabilities, particularly those that support a superior company position, and associating these capabilities with their brand names. Automobile manufacturers must ensure that customers feel the manufacture takes care of them as a trade partner by consistently delivering high quality performance. As more customers associate this performance with the manufacturers' name, the brand will not only differentiate the offer from others in the market, but also distinguish the service as one of higher value. Automobile manufacturers and their users had different perceptions of the relative importance of brand and car owner's satisfaction. This finding is particularly important for automobile manufacturers of logistics services as they decide how to allocate resources. Efforts may be better expended in programs that assure a positive, consistent brand image, such as employee training, rather than investments in costly expenditures related to building brand awareness, such as advertising. Customers expect service providers to consistently deliver high-quality performance. Distinctive brand awareness is likely to be one that identifies customers' needs and places them at the heart

of the value proposition. This means that manufacturers will need to understand how their performance drives business success for customers and then communicate those attributes in their brand.

III) *The Indian market needs more aggressive advertising campaigns.* A major influence on buying decision is advertising which also act as a filter, intensifying strengths and making weak points. This aspect in played to its care in the Iranian market making it a necessity to build a powerful image, showcasing manufacturers concern about consumers' opinions. This research has identified several dimensions and belief items predicted to influence consumers' attitudes towards advertising. A survey to the significance and importance of the aforementioned dimensions of attitudes towards advertising is suggested. In advertising research, replication based studies are of increased importance in light of continual developments in communication technologies. In addition, management implications of the testing of these dimensions and beliefs towards advertising would aid in explaining and understanding why advertising on the TV is effective. The identification of the significant dimensions of advertising, would also aid the effectiveness of campaign design and implementation.

IV) *Manufacturers must pay more attention to pricing and its various aspects, especially in the Indian market*. To improve price in automobile markets, manufacturers should study their target market precisely and recognize consumers' attributes and their demands, what they really want and how they can be satisfied. Indian Respondents believe that the most important aspect of Price is the payment period which has to be reasonable. The manufacturers should pay attention to this attribute more than the remaining attributes as it helps manufacturers to expand and raise their market share. While evaluating the price of an automobile, buyers usually compare the price paid with their reference prices and price levels that they consider fair or reasonable for that particular product. Most buyers would tend to form their reference prices based on the prices to which they are currently exposed. Research has found, however, that the relative impact of all prices that a buyer observes on the reference price depends on the order in which they are presented.

V) *More emphasis to be laid on product and process technology in the Iranian market*. Iranian respondents felt particularly strong about the *Speed of delivery* and the less highly rated attribute is the *Ability to innovate (R&D)*, while the Indian respondents felt particularly strong about the *Consistency of automobile quality* and the less highly rated attribute is the *Design expertise and Reliability of delivery*. According to the figures listed, based on the views of car owners, it can be seen that the satisfaction of Product feature for Iranian owners were higher than Indian owners. The challenge of understanding the dynamics of automobile market has long been a concern of the management field. Two dominant approaches inform the discussion of technological change: One suggests that innovation is driven by the external requirements of the market, while the other views the activities and internal capabilities of firms as the primary drivers of innovation. Taken in isolation, each approach highlights key aspects of technological development but, as many have argued, the greatest insight derives from their joint consideration. In the automobile market environment, early technological development is motivated by the drive to meet market requirements. Depending on the initial functionality and cost of the technology, this may lead to an early emphasis on product technology to enhance the functionality of the technology in order to meet the demand requirements of car users or on process technology to reduce the price to a level that corresponds to consumers' willingness to pay. In later stages of development, when the technology surpasses market requirements, technical developments are driven by the desires of competitive firms to maximize their profits in the face of "technologically satisfied" consumers. To understand the evolution of automobile technology, we must characterize the nature of the demand environment in which the technology evolves. In particular, if we wish to understand how automobile firms trade off the development of process and product technologies; we must characterize consumers' willingness to pay for enhancements to the product. In addition, a critical element in consumers' preference structure in the context of emerging technologies is the minimum performance threshold that a car must reach if it is to be of value to a given consumer.

6.4 *General Suggestions*

► Price is a crucial factor which is to be considered seriously & the manufacturers of cars have to go for value analysis.

► **Better Marketing Mix**- the manufacturers of cars both in Iran & India have to promote the marketing of cars by adopting better marketing mix.

► **Advertisement Policy**- the advertisement expenditure showed co- inside with the marketing profit brought by extra expenses incurred with the cars marketed.

► **Better Investment Policy**- the car manufacturers have to show lot of strategic approach for the purpose of investing in the car manufacturing units.

6.5 *Scope for Future Research*

● This study has taken a look at the automobile market. It would further be interesting to conduct more focused research in different parts of consumer satisfaction area in the automobile market and industry, such as: Purchase intention or customer perceived value.

● Giving the business a new concept, focused on giving added value to the customer.

● This study has been limited to automobiles' market in India and Iran. Further research should examine similar research objectives for different markets but care should be exercised in sampling and sample size within any case that is going to be studied.

● The satisfaction of consumers has been measured for automobile and it is valid and reliable only for this product, it is suggested to study another case which is similar to this product.

.6.6 *Conclusion*

Today competition is not only rife, but constantly growing more intense. However, companies need to start paying keen attention to their competitors; they must understand their customer and consumer. Automobile markets are suffering from such

competition. They have to believe consumers as the core concept of their business; consumer satisfaction is what guarantees the future of the automobile market and it is achievable by an adoption between their services / products and the consumers' needs. The purpose of this study is to provide a better understanding of the satisfaction levels among consumers and how manufacturers can improve their product (automobile). To reach this purpose we have studied different models. A questionnaire was designed based on literature in order to examine all variables in various models for automobile market. The questionnaire was distributed among Iranian and Indian car owners. About 400 out of 735 Iranian owners and 400 out of 915 Indian owners replied. A survey is a procedure used to collect primary data from individuals. The questionnaire was developed based on research question and frame of reference. The logical structure of questionnaire followed the order of independent variables dimension in the frame of reference. For understanding the importance and satisfaction of each independent variables dimension a 5-scale was used. Once we came up with the first draft of the questionnaire, ten questionnaires were handed out to the Indian and Iranian car owners and they were asked whether the questions made sense to them and were they easy to understand. After modifying questions, a well-improved questionnaire was developed. The results indicate that: Indian automobile owners expect more service quality from manufacturers than Iranian automobile owners, Iranian automobile owners are more brand oriented than Indian automobile owners, Price is a more crucial factor for Indian automobile owners than Iranian automobile owners, Features of automobile are more important among Iranian car owners than Indian owners', Indian automobile owners are more influenced by advertising than Iranians. The findings of this research are mostly useful to those who intend to penetrate the Iranian and Indian market with least cost, time and energy.