CHAPTER 8

FINDINGS, CONCLUSIONS AND SUGGESTIONS
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8.1. INTRODUCTION
In this chapter the findings, conclusions and suggestions based on the data analysis have been presented in an exhaustive manner.

8.2. FINDINGS AND CONCLUSIONS

8.2.1. Findings from Customers Satisfaction Survey

1- Table No. 7.03 and Graph No. 7.03, indicates that 82% of the car buyers were between the age group of 25 to 54 years.

2- Table No. 7.04 and Graph No. 7.04 shows that 77% of the car users were either Graduates or Post Graduates whereas 20% were Under Graduates and only 8% had studied up to HSC level.

3- Table No. 7.05 and Graph No. 7.05 indicates that the cars were driven mostly by males [80%] and comparatively females were less [20%].

4- Table No. 7.06 and Graph No. 7.06 reveals that normally people having income between 5 to 14 lakhs [60%] per annum were keen to purchase cars. They preferred purchasing either Maruti Suzuki or Hyundai.

5- Table No. 7.07 and Graph No. 7.07, indicates that mostly diesel vehicles [50%] were preferred by the customers as compared to Petrol [44%], LPG and CNG models. The reason being its low diesel rate. CNG is still not that popular in Pune City because of non availability problems across the city.

6- Table No. 7.08 and Graph 7.08 shows that 68% of the customers were using their cars for a short period ranging between 1 to 6 years and there would buy new cars thus their dependence on dealers increases.
7- Table No. 7.09 and Graph No.7.09 indicates that 70% of the users of cars have purchased their cars by taking loans from some financial institutions. This underlines the importance of availability of loans in the automobile sector and survival growth of dealers.

8- Table No. 7.10 and Graph No. 7.10 shows that 43% of the users of the cars went to the dealers for services only once in a year, 29% of the customers went twice in a year whereas only 27% opted for regular servicing. The reason being that the cost of servicing was high hence it is being considered as unaffordable.

9- Table No. 7.11 and Graph No. 7.11 reveals that 46% of the customers received delivery of their vehicles within 7 to 15 days after booking whereas 33% of them received it after one month.

10- Table No. 7.12 and Graph No. 7.12 indicates that almost all the customers [92.4%] who purchased cars took benefits of some kind of offers and discounts. So customers preferred to wait for offers and discounts before making their purchases.

11- Table No. 7.13, Graph No. 7.13 and Graph No. 7.14, indicates that the dealers were providing excellent workshop facilities and these facilities were perceived satisfactory by 90% of the customers. DSK Toyota, Deccan Honda, Pandit Auto were perceived to be good by the customers.

12- Table No. 7.14, Graph No. 7.15 and Graph No. 7.16, reveals that the dealers have employed good technicians as they are perceived qualified and technically sound by 89% of the customers. Technicians of Deccan Honda, DSK Toyota, B.U. Bhandariare were found to be technically trained and qualified technicians. Rest of the dealers were also not far behind in this aspect.
13- Table No. 7.15 and Diagram No. 7.1, reveals that the service advisors employed by dealers were accessible as and where required by the customers as 76% of them were satisfied with the service advisors assistance.

14- Table No. 7.16, Diagram No. 7.2 and Graph No. 7.17, reveals that 60% of the customers were satisfied regarding the service received, 20% strongly satisfied, 13% were neutral and only 5% of the customers were not satisfied. The dealers were quite efficient and prompt in the delivery of their cars. Deccan Honda, Asset Auto Pvt. Ltd, Millennium Auto Pvt. Ltd. were rated as very good, whereas many customers rated B.U. Bhandari, Pandit Auto, DSK Toyota, Talera Ford as good.

15- Table No. 7.17 and Graph No. 7.18 reveals that dealers were helping customers through their 24-hour helpline numbers as 79% of customers were satisfied about the same but a sizable portion of customers [21%] were neutral about this services.

16- Table No. 7.18 and Graph No. 7.19 shows that 71% of the customers were satisfied about the breakdown vehicle help facility whereas 24% preferred to stay neutral and 4% of the customers have shown unhappiness about this service which suggests that some improvement must be made and an awareness about the facility must be created amongst the customers.

17- Table No. 7.19 and Graph No. 7.20 reveals that 90% of the customers were satisfied about the availability of the genuine spare parts but 10% of them have shown unhappiness or remained neutral about the use of genuine spare parts which indicates that use of genuine spare part by the dealers is a sign of trust and faith about them.

18- Table No. 7.20 and Graph No. 7.21, reveals that 91% of the customers were happy about the quality of lubricants used whereas 9% were not satisfied or remained neutral.
19- Table No. 7.21 and Graph No. 7.22 reveals that the bills were explained quiet well by the billing officers to the customers in order to boost their confidence as 91% of the customers were satisfied with the same.

20- Table No. 7.22 and Graph No. 7.23 reveals that the repair work was normally explained in a proper manner to the customers as 65% of the customers were satisfied, but still there was scope of improvement as 35% of the customers were not happy or remained neutral with the explanation of the repair work done.

21- Table No. 7.23 and Graph No. 7.24 and Graph No. 7.25, shows that 66% of the customers were happy with the charges charged by dealers for servicing or repairs. But 11% of them felt that the charges were on the higher side whereas 23% preferred to stay neutral. Customer of Millennium Motors Pvt. Ltd., Deccan Honda, Pandit Auto, Asset Auto, Chougule industries mentioned that it was satisfactory while customers of Talera Ford, DSK Toyota were annoyed and said that it was quiet expensive.

22- Table No. 7.24 and Graph No. 7.26, indicates that 79% of the customers were satisfied about the technical inspection efficiency done on their vehicle. 7% of them felt that the technical inspection was unsatisfactory and it needed to be graded up whereas 14% remained neutral.

23- From Table No. 7.25 and Graph No. 7.27, it is observed that 82% of the customers were happy with the cost estimate provided by the dealers whereas 18% remained neutral and only 4% were not satisfied. Hence the cost estimate given on an average was found to be good and correct.

24- From Table No. 7.26 and Graph No. 7.28, it is seen that the dealers gave exact information to the customers about the time required for the car to be serviced or repaired as 74% of the customers were happy about the same. A few customers [5%]
were dissatisfied as the correct time estimate was not informed to them and 21% preferred to stay neutral on this issue.

25- From Table No. 7.27 and Graph No. 7.29, it is observed that 75% of the customers were happy with post-service free check-up of their cars but still considerable number of them [17%] preferred to remain neutral whereas 8% were dissatisfied with the check-up of their cars, after servicing was completed.

26- Table No. 7.28 and Graph No. 7.30, indicates that although most of the customers [82%] were happy with the post free service paper work but 18% of the customers remained neutral or felt that the paper work was lengthy and took a lot of time to complete the necessary formalities, after servicing.

27- Table No. 7.29 and Graph No. 7.31, reveals that dealers were providing comfortable waiting area for their esteemed customers while their vehicles were being repaired as 90% of the customers were happy about the same facility.

28- Table No. 7.30 and Graph No. 7.32, reveals that dealers do keep the waiting section meant for customers clean and neat while the customer’s vehicle were being attended to. It is observed that 84% of the customers were satisfied, 12% preferred to stay neutral whereas only 4% of the customers were not satisfied with the same.

29- Table No. 7.31, Graph No. 7.33 and Graph No. 7.34, reveals that the dealers were providing proper amenities to the customer like hospitality in the waiting section thus customers do not fell bored or tired while their cars were being attended to. In the long run it would definitely boost their sales .It is observed that 70% of the customers were satisfied whereas 22% preferred to stay neutral and only 8% were dissatisfied. The study reveals that Deccan Honda, Millennium Motors Pvt. Ltd. and Kothari wheels were providing the best amenities to their customers in this regards.
30- Table No. 7.32, Graph No. 7.35 and Graph No. 7.36, indicates that spare parts were normally available with the dealers as 71% of the customers were satisfied and they were not required to wait for the delivery of the spare parts. A few customers [8%] felt exactly the opposite as they had to wait for a short period of time till the stock arrived from the head office.

31- Table No. 7.33 and Graph No. 7.37, indicates that even though 69% of the customers were happy with the working hours and days of their dealers yet a fraction of them [10%] were not satisfied with same.

32- Table No. 7.34 and Graph No. 7.38, reveals that the location selected by the dealers for their showroom was convenient and 89% of the customers found it comfortable to visit the showroom as and when required.

33- Table No. 7.35 and Graph No. 7.39, shows that dealers had a well planned layout and maintained the service setup of their showrooms which was pleasing to the eyes and quiet comfortable as 87% of the customers perceived that.

34- Table No. 7.36 and Graph No. 7.40, indicates that the customer service representatives- **Responsiveness** were highly professionals, well mannered and polite by nature. They were very co operative in all aspects as 90% of the customers were happy with that.

35- Table No. 7.37 and Graph No. 7.41, indicates that customer service representatives- **Professionalism** were found to highly professionalised in their respective work and well mannered in solving their problems without any hassles. It is observed that 79% of the customers rated it good, 15% rated fair and only 6% rated the customer service representatives as poor.

36- Table No. 7.38 and Graph No. 7.42, indicates that service representatives were found to be polite in their approach towards their customers which is crucial in
winning the customers’ mind and confidence. It is found that 85% of the customers graded it as very good and good whereas 15% graded it fair.

37- Table No. 7.39 and Graph No. 7.43, indicates that the expertise of the service representatives in locating of the mechanical problems were quiet good and was highly appreciated by the customers. It observed that 83% of the customers graded it as good, 14% graded it as fair and only 2 % graded it poor.

38- Table No. 7.40 and Graph No. 7.44, indicates that on the whole, the questions were very politely answered to the satisfaction of the customers as 83% of them graded it as very good and good, 12% graded it as fair and only 4% graded it poor.

39- Table No. 7.41, Graph No.7.45 and Graph No. 7.46, indicates that dealers were providing good services 82% of the Customers were loyal to them by recommending them to their friends. The customers of Deccan Honda, Millennium motors, Pandit auto, Asset Auto and Europa Auto said that they would positively share their experience with their friends about their dealers attitude whereas the customers of Pandit Auto, Silver Jubilee, Asset Auto and Talera Ford were not very enthusiastic in recommending their dealers to others.

40- Table No. 7.42, Graph No. 7.47 and Graph No. 7.48, indicates that majority of the car, customer-dealer relationship was good. The reason being, good after sales service were being provided by the dealers to their respected customers. It is observed that 94% of the customers were satisfied with their dealers. The Customers from Deccan Honda, Millennium Motors, B U Bhandari Auto Ltd, Pandit Auto and Asset Auto were found to be strongly satisfied regarding the services provided and after sales service of the dealers. However the customers of DSK Toyota, Pashankar Auto, Talera Ford, Kothari Hyundai, Planet Ford and Chougule industries were not
much pleased with their dealers hence steps should be taken to overcome their short
working immediately before it is too late.

41-Table No. 7.43 and Diagram No. 7.03, indicates that performance of car [20%],
comfort [19%], Looks of the car [17%], Price of the car [13%] and Mileage of the
car [11%] were the important factors which were considered by the customers
before making their final decision for purchase of their dream car.

42-Table No. 7.44 and Diagram No. 7.04 reveals that word of mouth [38%] was the
best source of advertisement for getting popularity in the city followed by
newspaper advertisement [28%] and distribution of pamphlets [23%].

43-Table No. 7.45 and Diagram No. 7.05, shows that at the time of customers cars
break-down they normally expects replacement vehicles [33%], Pick and drop
facility service with a nominal charge [27%], whereas some expected a mobile
workshop [22%] to attend their vehicle for instant repairs of their cars.

8.2.2. Findings from Employees Satisfaction Survey

1- Table No. 7.50 and Graph No. 7.49, indicates that average qualification of the
employees was Graduation [50%] and Post Graduation [28%]. It is observed that
mostly Graduates and Post Graduates employees were employed by the dealers.

2- Table No. 7.51 and Graph No. 7.50, reveals that workforce employed by the dealers
were mostly young in nature as 91% of them were in the age group between 18 to 40
years.

3- Table No. 7.52 and Graph No. 7.51, indicates that the dealership of automobile
industry in Pune city was male dominated as 74.4% of the employees under study
were found to be males.
4- Table No. 7.53 and Graph No. 7.52, reveals that the duration of employment is moderate in nature, ranging from 1 to 6 years as the workforce was young in age.

5- Table No. 7.54 and Graph No. 7.53, shows that more focus was on marketing and selling, hence majority of the employees were either employed at the front desk [14%] or sales and marketing [49%] department of their respective dealers.

6- Table No. 7.55 and Graph No. 7.54, indicates that on the whole in the dealerships, the environment was friendly and employees felt that they were highly involved which is an indicator of loyalty and long term cordial relations. It is observed that 89% of the employees were satisfied about the same.

7- Table No. 7.56 and Graph No. 7.55, reveals that managers and higher authorities of dealerships paid due attention to the issues and matters raised by the employees which was helpful in maintaining a cordial relations with the employees. As 92% of employees were satisfied about the upward communication system prevalent at their work place.

8- Table No. 7.57 and Graph No. 7.56, shows that the communication channel was always open and that the managers communicated with the employees frequently about diverse issues as 91% of the employees were satisfied with this system.

9- Table No. 7.58 and Graph No. 7.57, reveals that 12% of the employees earned salary up to Rs. 10000, 44% earned salary in the range of Rs. 10000 to 20000, 35% in the range of Rs. 20000 to 30000 whereas only 7% earned salary more than Rs. 30000 from their respective dealerships.

10- Table No. 7.59 and Graph No. 7.58, indicates that a larger portion [76%] of the employees were satisfied with the salaries they received. At the same time it is a matter of concern as well because it is observed that many employees [26%] were not satisfied with the salary package offered to them.
11- Table No. 7.60 and Graph No. 7.59, indicates that increments given by the dealers were enough to satisfy the employees as 82% of the employees were happy with the annual increment of their salaries given by their employers.

12- Table No. 7.61 and Graph No. 7.60, shows that the employees received bonus regularly from their respective employer dealers. It is observed that 88% of the employees earned bonus from their employers whereas 12% of them did not receive any kind of bonus whatsoever.

13- Table No. 7.62 and Diagram No. 7.06, indicates that majority of the employees [77%] received bonus between Rs. 2000 to Rs. 5000 regularly from their respective employers.

14- Table No. 7.63 and Graph No. 7.61, indicates that dealers were giving adequate bonus amount to their employees as 62% of the employees were satisfied with bonus amount offered to them by the dealers. It is found that 21% of the employees preferred to stay neutral whereas 16% were not satisfied with the same.

15- Table No. 7.64 and Graph No. 7.62 reveals that receiving promotion was not very difficult as 73% of the employees received promotion regularly from their respective dealers.

16- Table No. 7.65 and Diagram No. 7.07, shows that 51% of the employees received promotions after two years, 18% after one year whereas a few employees [4%] were promoted after six months. This indicated that policies of the dealers regarding promotion were not at all uniform.

17- Table No. 7.66 and Graph No. 7.63, indicates that the process undertaken by the dealers to take decisions about employees promotion was ethical and concrete as 79% of the employees have expressed their satisfaction about the promotion process.
18- Table No. 7.67 and Graph No. 7.64, indicates that the dealers offered their employees training regularly as the 80% of the employees had received training. However 20% of them had not received training because of the reason that they were trained already by their previous employers.

19- Table No. 7.68 and Diagram No. 7.08, indicates that majority of the dealers imparted regular training to their staff depending upon the requirements of the particular job at their workplace. 47% of the employees received training after 6 month, 23% after 1 year and 10% after 2 years.

20- Table No. 7.69 and Graph No. 7.65, indicates that, needs and requirement of the employees job were taken care by the dealers as 94% of the employees were satisfied with the training provided by their dealers.

21- Table No. 7.70 and Graph No. 7.66, reveals that the jobs were interesting which in turn gave them the opportunities to learn new things, as 97% of them were happy with the same.

22- Table No. 7.71 and Graph No. 7.67, shows that dealers were very cautions in providing the right tools and resources at their workshops in order to maintain the goodwill of their showroom and the moral of the workers, besides keeping their customers fully satisfied. It is observed that 89% of the employees graded the availability of tools and resources as excellent, very good and good.

23- Table No. 7.72 and Graph No. 7.68, indicates that employees views were divided on the issue regarding the recognition they received from their superiors for their work. 74% were satisfied, 11% neutral whereas 14% were dissatisfied.

24- Table No. 7.73 and Graph No. 7.69, indicates that almost all the employees [96%] felt that their skills and knowledge was not being utilised in their organisation.
25- Table No. 7.74 and Graph No. 7.70, shows that the workload assigned to the employees at the workplace was reasonable as 87% of the employees were satisfied with that, however a very small proportion of them [9%] did not feel so.

26- Table No. 7.75 and Graph No. 7.71, indicates that employees were comfortable in the relations with other colleagues in the workplace and they could go along well with their teammates very easily. It was observed that 90% of the employees were happy whereas 7.7% were dissatisfied.

27- From Table No. 7.76 and Graph No. 7.72, it is observed that the morals of the workers in the organisation were quite high as 99% of the employees were satisfied which has helped in increasing their level of confidence.

28- Table No. 7.77 and Graph No. 7.73, indicates that employees were not divided over the opinion about the atmosphere of team work in their organisation as 83% of them were satisfied that their management promoted team work in the organisation whereas only 7% were found not to be satisfied.

29- Table No. 7.78 and Graph No. 7.74, indicates that evaluation of employees performance was a regular affair in the workplace as 84% of the employees felt that their supervisors evaluated their work regularly. It is observed that 13% of the employees were not happy about the evaluation of their work performance.

30- Table No. 7.79 and Graph No. 7.75, reveals that in all dealerships constructive suggestions were been given by the supervisors instead of vague solutions which was being implemented in actual practice. It is seen that 22% of the employees graded it as excellent, 57% graded it as very good, whereas 13% graded it as good and only 4% graded it as bad.

31- Table No. 7.80 and Graph No. 7.76 shows that supervisors were capable enough to solve the questions and doubts raised by their employees which indicates the high
level of knowledge capability of the supervisors, as 88% of the employees were satisfied about the same.

32- Table No. 7.81 and Graph No. 7.77 indicates that career progress was a major issue which dealers are required to pay attention as 59% of the employees felt that there was less scope of progress in the present hierarchy system prevalent in their organisation. However 31% of the employees were satisfied with the same.

33- Table No. 7.82 and Graph No. 7.78, reveals that dealers were a bit strict about vacation time and leaves they gave to their employees as 52% of the employees have not expressed their opinion about it and remained neutral whereas 44% were satisfied and only 4% were not satisfied.

34- Table No. 7.83 and Graph No. 7.79, shows that 54% of the employees were satisfied with the retirement plans offered by their employers, but as majority of the employees were young in age hence retirement plans were not considered as very attractive by them, hence 35% of them remained neutral on this matter. The dealers can thus think on this point for more monetary incentives for their employees.

35- Table No. 7.84 and Graph No. 7.80, indicates that medical insurance schemes were effective and beneficial to their employees as 82% of the employees were satisfied with insurance schemes offered by their respective dealers.

8.2.3. Findings from Dealers Satisfaction Survey

1- Table No. 7.89 and Graph No. 7.81 indicates that dealers or their top level personnel were all well educated as 89% of them had either completed their graduation or post-graduation.

2- Table No. 7.90 and Graph No. 7.82 reveals that 83% of the dealers had constructed their showrooms on their own land, whereas the new dealers of certain companies,
who had entered the business after 2002 were mostly either on lease or on rental basis.

3- It is observed that while allotting dealership to a particular individual or institution by the manufacturing companies the financial strength has been considered as the most important factor whereas other factors, such as previous experience, reputation in the society, business acumen and location of showroom were also taken in to consideration.

4- Table No. 7.91 and Graph No. 7.83 indicates that 94.4% of the dealers had set up their own open air parking area outside the city limits, for parking their cars so as to save Octroi taxes from the Pune Municipal Corporation. Further the rate of land outside the P.M.C limits was much more cheaper as compared to the city. Hence dealers preferred to have their godowns outside municipal corporation limits.

5- Table No. 7.92, Graph No. 7.84 and Graph No. 7.85 shows that dealers of companies such as Maruti Suzuki, Hyundai ,Mahindra & Mahindra and Tata Motors have maintained investment ranging between Rs. 4 Crores to Rs. 7 Crores as their capital investment, whereas dealers of companies such as Honda, Toyota ,General Motors, Skoda, Mercedes Benz and Ford Motors had capital investment ranging between Rs. 8 Crores to Rs.16 Crores.

6- Table No. 7.93 , Graph No. 7.86 and Graph No. 7.87 indicates that dealers of companies such as Maruti Suzuki, Hyundai and Tata Motors had made investments between Rs.8 Crores to Rs. 10 Crores in cars whereas dealers of companies such as Skoda, Mercedes Benz and Ford Motors had investment between Rs. 10 Crores to Rs.14 Crores in cars.

7- Table No. 7.94, Graph No. 7.88 and Graph No. 7.89, shows that dealers had to maintain well-equipped servicing centres including tools and Electronic gadgets for
the purpose of servicing and repairing of the cars which required investment ranging between Rs. 3 Crores to Rs. 8 Crores.

8- Table No. 7.95, Graph No. 7.90 and Graph No. 7.91, indicates that dealers of Maruti Suzuki, and TATA Motors dealers received commission from the sale of small size cars ranging between 6% to 10%, Hyundai, Honda, General Motors and Mahindra & Mahindra dealers received decent amount of commission ranging between 11% to 15% whereas Ford, Toyota, Skoda and Mercedes Benz Companies gave their dealers commission ranging between 16% to 20% on sale of their small car models.

9- Table No. 7.96, Graph No. 7.92 and Graph No. 7.93, shows that dealers of Maruti Suzuki, Hyundai TATA Motors, Skoda and General Motors received commission from the sale of large size cars ranging between 11% to 15%, Honda, Ford and Mahindra & Mahindra dealers received commission ranging between 16% to 20% whereas Mercedes Benz and Toyota companies gave their dealers commission ranging between 21% to 25% for sale of large size and luxurious car models.

10- Table No. 7.97, Graph No. 7.94 and Graph No. 7.95, indicates that all the dealers were earning good margin from their accessories departments. The average margin earned was more than other departments, ranging between 11% to 50%.

11- Table No. 7.98, Graph No. 7.96 and Graph No. 7.97, shows the margin earned by all the dealers from their spare parts departments was considerably good ranging between 01% to 40%.

12- Table No. 7.99, Graph No. 7.98 and Graph No. 7.99, indicates that margin earned from servicing departments was comparatively less than other departments in all the dealerships. It is observed that 83% of the dealers received margin from their servicing departments ranging between 01% to 20%.
13- It is observed that the dealers were quiet relaxed as far as their concern for security of their showrooms. They had 2 to 5 security guards for their showroom safety and their monthly budget for security was between Rs. 20,000 to Rs. 50,000. Moreover their entire show room was under CCTV surveillance 24 hours.

14- Table No. 7.100, Graph No.7.100 and Graph No. 7.101, shows that dealers considered advertisement important as they spent regularly for advertising of their own dealerships. On an average they spent Rs. 5000 to Rs. 10,000 monthly. However the manufacturing companies footed all the expenses related to the local advertisement expenses such as posters, hoardings, fliers in Newspapers, pamphlets and so on.

15- Table No. 7.101 and Graph No. 7.102, indicates that in three dealerships [17%] servicing departments were incurring losses due to non availability of the right skilled technicians to attend to their customers technical problems plus high maintenance cost of the department due to which less number of vehicles were coming for regular periodic servicing of their cars.

16- The study reveals that dealers borne the incentives given to the customers for the old models which varied from Rs. 10,000 to Rs. 50,000, where as in case of newly launched cars incentives offered to the customers was borne by the manufacturers which varied from Rs. 20,000 to Rs. 70,000.

17- It is observed that normally two to four litres of free fuel was filled in all new cars at the time of delivery .The expenses of fuel was borne by the dealers.

18- Table No. 7.102 and Graph No. 7.103, shows that all the dealers [100%] were maintaining the complete records of all their customers visiting their showroom for the purpose of inquiry or for any other matters. This database was used to provide
information to their customers regarding the schemes and discounts on the new models and so on. The same database was also being used for reminding the customers about their next servicing due date and making them aware about the discounts and offers being offered on servicing at their dealership.

19- Table No. 7.103 and Graph No. 7.104, indicates that all the manufacturers [100%] have set target sale for the sale of different models of cars. Dealers were given additional bonus amount for selling cars more than the targeted figures given by the manufacturers. The amount of bonus given varies between manufacturers during different seasons. The target policy of manufacturers was the driving force behind the dealers actions.

20- Table No. 7.104 and Graph No. 7.105, reveals that the manufacturing companies offered good support in marketing and sales activities as 94% of the dealers were satisfied about the same.

21- Table No. 7.105 and Graph No. 7.106, indicates that companies were little conservative when it comes to promotional budgets and expenditure as 22% of the dealers preferred to remain neutral whereas 39% were not satisfied and felt it was quiet less.

22- Table No. 7.106 and Graph No. 7.107, shows that manufacturing companies were extending their hand of support to the dealers in case of marketing and sales activities yet lots of improvement in their action was required as 61% of the dealers were not confident about their timely support.

23- Table No. 7.107 and Graph No. 7.108, indicates that all the companies were offering competitive and diverse range of new car models in order to cope with the competition, which positively affected their profitability and of their dealers too. It is observed that 83% of the dealers agreed with the same.
Table No. 7.108 and Graph No. 7.109, shows that dealers were confident about the new models launched due to the market research capabilities of their companies as 100% of them agreed that companies designed and launched vehicles as per the need of the market and changing the technological scenario.

Table No. 7.109 and Graph No. 7.110, indicates that the new models launched by the manufacturing companies were excellent as all the dealers [100%] were confident about their good performance and customers satisfaction.

Table No. 7.110 and Graph No. 7.111, shows that company training policies were up to the mark and they trained their dealers employees as per the requirements in order to maintain the good standards and reputation of their company, as 100% of the dealers were satisfied with the same.

Table No. 7.111 and Graph No. 7.112, indicates that companies have become serious as regards the training of their employees in order to make them capable for solving the dealership routine problems. All of the dealers [100%] were satisfied about the companies training procedures.

Table No. 7.112 and Graph No. 7.113, shows that warranty and claim settlements process practiced by the manufacturing companies was good as 83% of the dealers were satisfied with the same.

Table No. 7.113 and Graph No. 7.114, indicates that the dealers were confident about the skills and capabilities of after sales service team of their respected companies which has been the guiding force in their business. It is observed that 61% of dealers were satisfied about the same.

Table No. 7.114 and Graph No. 7.115, shows that vehicle ordering process for the dealers was not cumbersome as it was rated very good and good by all 88% of them.
31- Table No. 7.115 and Graph No. 7.116, indicates that vehicles were delivered on time to the dealerships as 66% of them graded the delivery time as good and 33% graded it as fair.

32- Table No. 7.116 and Graph No. 7.117, indicates that majority of the dealers were able to track the changes and delays in the delivery schedule of the vehicle. It is observed that 66% of the dealers were satisfied, 11% remained neutral whereas 22% were not satisfied about the same.

33- Table No 7.117 and Graph No. 7.118 shows that finding the right kind of HR staff was an issue for dealers as majority [61%] of them found it difficult to get the HR personnel for their organisation. This may be because of strict norms and standards of employment adapted by manufacturing companies for the dealers.

34- Table No. 7.118 and Graph No. 7.119, indicates that all the manufacturing companies were offering incentives to the dealers for selling a particular model or version of a car. It is observed that dealers normally received extra commissions ranging between 1% to 1.5%.

35- The study reveals that dealers had tie-ups with numerous financial institutions for advancement of loans to their prospective customers. Most of these institutions were Tata Capital, Tata Finance, ICICI Bank, HDFC Bank, Magma Financials, SBI bank, Axis Bank and so on.

8.3. SUGGESTIONS

On the basis of primary data and secondary research (analysis of questionnaires), the following Suggestions have been Suggested.
8.3.1. **General Suggestions**

➢ Dealers need to work closely by having tie ups with financial institutions to provide right financial solutions to the customer or designing better, attractive proposition with the help of financial institutions which could help to increase their sales performance.

➢ Segmentation is done by the company before launching models but at the operational level dealers should also do segmentation activity to pitch vehicles in a right manner to appropriate group of customers.

➢ While ordering different car models dealers should rely on ground realities instead of companies intuition to prevent unmoving inventory. Existing unmoving stock of car models ordered in large quantity must be cleared to save storage place and invested capital by announcing fabulous discounts and schemes.

➢ The dealers need to improve infrastructure to handle diverse customers and products ranging from mini cars to luxury and SUV cars. Apart from that separate sales teams can be appointed to take care of different segments having different needs.

➢ The improvement in service standards is on the rise which can convert the dealership into a brand from just a service outlet. The dealer can become a brand point only when the customers carry a positive experience at a dealership, as the word of mouth is the most effective medium of getting popular in an automobile dealership business.

➢ Explaining functional benefits to male customers is comparatively easier than female customers.

➢ First time car buyers are going to increase in number because of rise of income level. As these buyers generally prefer small or mini cars, pitching of low maintenance cost, affordability, engine power should be made.
Dealer should design the retailing space keeping in mind local problems such as traffic congestions as customers may not prefer to visit dealers located in congested areas of the city. Instead small outlets at different uncongested locations where display and basic transactions could take place would make a lot of difference for convenience of the prospective buyers.

To get associated with leading B-schools offering graduation or post graduation if possible for getting regular supply of the fresh workforce can be an attractive proposition. The dealers and companies can keep interested students engaged for a period of two years about dealership and automobile business in totality in order to improve their HR personnel department.

### 8.3.2 Suggestions from the point of view of the Customers

- Dealers should keep cost of basic services lower in order to increase the frequency of visits of customers and cross selling and pitching value added services.

- The period of delivery after booking seems to be a vital point affecting satisfaction of the customers. Reduction of waiting period would leave a better mark in the minds of the customer which could be of immense use.

- As customers are trying to postpone the servicing of their vehicle at dealers service centers because of high cost as compared to charges charged at local garages. Some discounts on servicing should be offered to their regular customers in order to attract them.

- Delivery period of the vehicles to the customers must be prompt as promised in order to increase the customer’s confidence.

- Huge discount and reduction of insurance charges have become quiet common these days. Thus to entice customers, more innovative promotion schemes can be
designed as customers are always waiting for such discounts before the purchase of their cars.

➢ The Time required for completing the servicing of vehicles should be reduced. In other words technicians should increase their efficiency and there should be more controls by supervisors. Same day delivery policy should be the practice of dealers.

➢ Customers should be made aware about facilities provided by dealers like 24 hrs. Helpline which would help increase in their loyalty.

➢ Breakdown help service should be improved as dealers are publicising it extensively and should make people aware about the use of only genuine spare parts and accessories. This indicates that whatever is promised is been delivered.

➢ The particulars of the bills should be explained more clearly to the customers about why the task was important for if the problem is ignored now then, what would be the potential consequences. The charges levied should be explained to the customers in order to avoid misunderstandings.

➢ Advisors and technicians should make customers feel that they are very serious and are paying due attention both at pre-servicing and post-service inspection and then give estimation of expenses and time required accurately.

➢ Post-sale and Post service paperwork should be done in minimum time as customers are always in hurry to take delivery of their vehicles.

➢ Good amenities and facilities be provided in the customers waiting area while the customers cars are being attended to in the workshop.

➢ The Sales representatives must be highly professional in their approach. Customers should not feel that the dealers are only selling their cars. Customers must be taken into confidence.
The dealers should work more on productivity of the employees and on more automation in order to reduce the cost of the business and billing of the customer so that they can become more price competitive.

8.3.3 Suggestions from the point of view of the Employees

- The workforce employed should be highly experienced.
- The salary packages must be designed in a manner as to make them attractive so as to retain the good employees and get rid of the dead wood. At the same time they should improve on their non monetary incentives like recognition, leaves, and birthday celebrations and so on.
- Feeling of teamwork should be initiated in the minds of the employees as it is observed that teamwork is lagging amongst the employees as they believe in the individual task completion.
- Recognition and appreciation of work done by the employees is an area of improvement for management as it is causing dissatisfaction amongst of the employees.
- Utilization of employees is a matter where concentration of management needs to be focused. Because underutilization can reduce productivity hampering profitability of the business.
- Explanation of clear career path is important to reduce the turnover rate and at the same time they should change their compensation pattern as it should be designed by keeping demography of the employees in mind. Hence retirement benefits can be changed with immediate financial benefits.

8.3.4 Suggestions from the point of view of the Dealers

- The dealers should be more persuasive for expenses of different marketing and promotional activities and should include more staff in the sales team of company,
specially at the time of promotional activities. In order to be able to attend to every customer no sooner they step in showroom. The staff should immediately attend to their queries and questions and win their confidence so as to finalize the decision of purchase of the said vehicle.

➢ Instead of relying on the market research activities of the company before the launching of the new model cars, the dealers themselves should have their own market intelligence department to predict the sales performance of the vehicle which would help in reduction of the inventory cost of dealers.

➢ Instead of training of the employee on routine issues and day to day affairs, the staff should be trained for achieving the larger aims of the business sustainability and competitiveness. Thus increasing the sense of awareness of the employees and feeling of involvements thereby reducing the problem of labour turnover.

➢ Dealers should be affirmative and prompt in their approach regarding the time of delivery of vehicle. In case of delay in the delivery of vehicle, the customers must be duly informed about the same well in advance.

➢ Dealers should rather than just reminding customers about their next servicing dates, should also concentrate on the relationship marketing. They should maintain long-term relationships by sending messages on mobile, e-mails about tips of safe driving, new vehicle information and so on.

➢ As the original spare parts are quite expensive, the dealer should have better inventory management system and the entire department must be under CCTV surveillance.

➢ Advertisement expenses should be doubled by the dealers in order to capture the market easily in the long run.
➤ All though the dealers were having tie-ups with various financial institutions, but the commission received by them from these institutions was less, hence they should negotiate with them for getting more commissions.

➤ As there is less awareness in society about the employment opportunities in the automobile showrooms and getting good workforce is always difficult for the dealers, through advertisement in the local newspapers, the dealers could solve this problem.

➤ The dealers should negotiate with their manufacturers regarding retaining their best employees by offering them additional monetary benefits.

➤ The manufacturers should also keep their dealers well informed about the new models to be launched by their competitive manufacturers. They should educate the dealers about the plus points of their vehicles in comparison with the vehicles of the competitors, so as not to lose their market share in the long run.

➤ Dealers can have diverse sources of income apart from selling cars and spare parts with the permission of manufacturing company. They can negotiate on points like insurance dealings, body shop charges, collaboration and commission from financial institutions Use and Rent Cars and Scrap disposal and so on.