

Assessment of after-sales management in the automotive sector: case of motors and engineering company of Ethiopia

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Abstract

This study examined the after-sales service management practice in the automotive sector in a developing country context (Ethiopia). The case company is Motors and Engineering Company of Ethiopia (MOENCO), the largest firm in the automotive sector of the country. The study was conducted using the descriptive survey method encompassing both qualitative and quantitative research approaches. Questionnaires were handed out to the respondents and descriptive statistical analysis techniques (mainly Mean analysis) were used for the study. Findings of the study show that MOENCO's customers can choose their preferred after-sales service form according to their preference. The study also shows that the location of service delivery is crucial. It is found out that customers prefer getting maintenance of different machineries that they acquired at their (customers') locations rather than at the service providers (MOENCO's) station, since transporting equipment's and construction machines is difficult to manage and the cost of doing that also create inconveniency. Besides, the study found out that as operational requirement, the companies technicians are always in check-ups and they also travel to meet customers to fulfill their demand. However, the company lacks formal procedures, goals and policies to implement after sales services. This study recommends that having proper policies for after sales services and engaging customers actively in the process will be vital.

Key Words: 1.After-sales Service, 2. Compliant Handling, 3.Customer expectation, 4.MOENCO, 5.Ethiopia

1. Introduction

These days, provision of service is one of the key breakthroughs for the business in order to differentiate company's offer with competitors for getting better customer demand (Anderson & Narus, 2015). Services have impact for subsequent transactions to work with seller, analyzing any cost reflected in comparison to benefit obtained and have got a positive relationship with customer's decision. In the same manner, after-

sales service brought the same advantage to the business to maximize opportunities and to create competitive advantage and to own customers need (Saccani et al., 2007). Automotive industries might push the financial return to the extent of three times more than prior product sales (Wise & Baumgartner, 2019). The impact of after sales expands to support other sectors through machinery business specially as being major contributor of countries economy in developed countries (Anderson & Narus, 2015).

Some of automobile companies also have after-sales service locations to provide repair and maintenance, spare Parts supply, warranty & inspection, customer care, express service camp, driving orientation and mobile van. Those after sales services should be supported with cleanness of the environment, tacit behavior of technicians, waiting system and space and competent employees in each areas (Maghsoudlou, Mehrani and Azma, 2014 cited in Potluri and Hawariat, 2018).

The remaining majority of sectors in Ethiopia inclined to abort relationship with customers at the time of sales delivery. Eventually, to promote and push after sales activity local proclamation (685/2010) issued by parliament (2010) called “trade practice and consumers protection”, in order to protect consumers from unfair advantage, with the right provided by existing Ethiopian constitution in accordance with article 55(1) of applicable starting from 16th of August 2010.

This study evaluates and assesses after-sales service management in the case of MOENCO Ethiopia, which is the largest operator in the study setting. The motor and engineering company of Ethiopia (MOENCO) was established in January, 1959 and now Inchcape PLC is the major shareholder of MOENCO. MOENCO imports and distributions include a variety of products Toyota vehicles, agricultural and construction Machineries, generators, different equipment’s, machinery tools and different OEM (Original equipment manufacturer) parts and accessories. There are 12 sub-dealers in different locations of the country, almost in each region with more than 10 brand partners and seven branches in Ethiopia (MOENCO Ethiopia, 2020). However, thus far there is no a systematic study that examined the aftersales services that the company undertaking. More so, there is lack of systematic study regarding the aftersales services of the automotive sector in the developing world. So, this study will attempt to help bridge this gap.

2 Theoretical Framework

After-sales service is discrete activity in product delivery as intangible component. The business engages the team subsequent to actual sales, in order to reduce any potential problem at the time of product use and to elongate the life time of product through value addition (Asugman et al., 2017). Companies that aim to provide products with after-sales services enhance the value of their products (Levitt, 2013). According to Saccani et al. (2017) after-sales service is one set of customer support for the better use of product and appropriate disposal mechanics, especially with in business to business interactions. When business calls after-sales service it’s a composition of tangible products and non-tangible services in automotive industries spare parts, customer due care and assistance are among others (Johansson, 2007). Literature indicates that in order to maximize benefits for companies, providing after sales services is vital (Brax, 2015).

Activities in After-Sales Service

According to Levitt (2013), business to customer relationship started at the time of product sales while the critical point is creating long-term affiliation through provision of after-sales which will contribute for profitability of the business and creates competitive advantage. After-sales service being classified in different ways and described with technical support and product support in order to obtain customers satisfaction (Goffin & New, 2011).

Overall business performance and competitive advantage achieved through better after-sales management, due to the fact on the ground after-sales called as “business network process” as its major contributor to business value (Earl & Kahn, 2014). Company website and manufacturers web based platforms can be considered as one of after-sales channel to create more touchpoints to provide customer care easily. According to Saccani, et al. (2017), after-sales activities should contain three activities customer care together with field technical assistance and spare parts distribution.

Customer Care

One of after sales activities, customer care is described as providing necessary support to customers through acquainting them with technical and commercial information, i.e. warranty coverage term and conditions for extension and about complaint management (Saccani et al., 2007). Customer care might be launched in different level including through national customer call centers, through the business websites, through company service stations and workshops. The response also differ from customer to customer in some cases, so personalization is required when offering the service (Kahn, 2015). Besides. Customer care can be a crucial element to the safety of the buyer, which can be extended to product recall, due to safety issues, health hazards and danger, product defect or faulty procedure.

Technical Assistance

Technical assistance is service availed by the business to customers starting from installation to disposal, warranty provision, repair and maintenance and check-ups (Saccani, et al., 2017). Bryce and Useem (2018) stated that some businesses focused on outsourcing to concentrate on the other main activity i.e. production, outsourcing support the business to deliver both activities in better quality and maintains competitiveness and profitability of the business.

Warranties are provided by manufacturers and it's very costly unless it's estimated properly and might be challenging to provide the benefit consistently to entitled customers (Chien, 2007). Hence, manufactures must be precise in the computation of impact considering worst scenarios to analyze overall impact for the coming years.

Spare Parts Distribution

Planning, order management, inventory management and spare part delivery included on the concept of Spare parts distribution (Saccani et al., 2017). Spare parts are different from other inventories, mainly those parts are not sold to be used alone rather will be fixed to existing product (Kennedy et al., 2012). Availability of spare part and spare part distribution is essential for consumption of existing product (Gopala Krishnan & Banerji, 2014).

By availing spare parts the business can secure planned turnover and customer satisfaction can be met through variety of options. Way of spare part distribution decided by management through different alternative ways i.e. own central or regional warehouse, dealer premises, using stockiest and retail outlets. The main target in distribution management is to avail parts with the right composition, at the right volume, at reasonable value, with the right time. Most sensitive part of spare part distribution is pricing decision, to set acceptable value to customers with lowest possible investments (Kahn, 2015:98).

Availability of stock in the warehouse streamline repair and maintenance of vehicles and equipment's and manage customer's need timely (Hopp et al., 2019). Down time of equipment and machineries shorten through spare part inventory management and availability (Kennedy et al., 2012). The risk with stock

handling is stock obsolescence as the machines and equipment's designed to become outdated or aged to get replacement. It's difficult to manage lead time of stock and maximum level of stocking.

The result from improper ordering and stocking leads to lost sales and additional handling cost, due to that safety stock policy need to be in place, especially for automotive industry it's key component in after-sales service (H. Kurata and S. Nam, 2010).

3 Research Questions

This study attempts answer the following research questions.

- What activities of after-sales are not handled properly in the studied company?
- How does complaints handled and what are the available tools to ensure effectiveness?
- What are the contact methods preferred by customers to reach out after-sales?
- How problems and queries related to aftersales service are handled in the process?
- What are the challenges faced in its after-sales service management in the case company ?

The primary objective of this study is to assess and examine after-sales services management in context of customer satisfaction in MOENCO, specifically: To evaluate major activities of after-sales service management; to indicate how complaints are handled against any available benchmarks; to indicate contact methods preferred by customers to reach MOENCO's after-sales service; to evaluate how MOENCO deals with problems and queries using service excellency and to examine the challenges that MOENCO faces in handling its after-sales service management.

Model Specification

The perception of customers of a brand before buying a product is never similar to the one after the actual purchase and use of the product by the customer. The perception of the product again changes after the customer starts using the After Sales Services of the same product. The same scenario applies to vehicles.

A central concept in this study is after-sales service assessment with a framework of the service excellence model. Johnson describes service excellence in a structured way with the assumption of delivering the promise, providing a personal touch to the service, devoting extra effort, and dealing with reported problems and queries as expected (Muhammad Asif& Matthias, 2013).



Figure 1 Johnson (2007), service excellence with structured way after-sales management modified in 2021

After-sales service can be innovative to address issues on the expansion of new service concepts including how to generate new ideas to meet customer demand and service contributions (Nan Cui et al., 2019). Several hypotheses exist to address the cause as per quality as an unusually slippery concept that is easy to visualize but exasperatingly difficult to define (Garvin 1984).

4 Research Methodology

This study uses the descriptive survey methods with self-administered questionnaires as primary data collection techniques, using both qualitative and quantitative data types. Therefore, the descriptive survey method was believed to be appropriate for this study as it consists mainly of how and why questions of the study, behavioral real events that are not possible to control, and contemporary and complex social phenomenon whose boundary is not clear (Babbie, 2010).

For undertaking this research, according to Bell (2010), the Descriptive survey method is an overall approach because of its ability to incorporate different methods and techniques in the collection and analysis of data. This allows the researcher to focus on the various issues of the study and get an explanation in a scientific way and phenomena. Moreover, discovering regularities in descriptive events is a prerequisite for Assessing after-sales services management in MOENCO Ethiopia.

Sample Design

In terms of sampling, researcher used Mike Slovin formula with confidence level: 95%, degree of variability: 50% (Maximum Variability), sample error: $\pm 7\%$ and makes it easy to determine middle representative sample size from a large population.

According to annual statistics reported by MOENCO Ethiopia in 2020, there were an estimated 3578 total job created for employees, a composition of upstream direct beneficiaries of 1,200, workers under MOENCO 925. Considering direct employees in seven branches of MOENCO, the composition relates with management and other support staffs. Therefore, a total of 193 MOENCO Ethiopia employees were considered for response and have been taken as target populations using Systematic random sampling with Mike Slovin (2007) formula.

Instrument

The main data is collected through primary and secondary sources. The primary source of data was gathered through questionnaires from MOENCOS' permanent employees. The questionnaire was adopted from different kinds of literature and previous research papers related to the study and customized in order to suit and achieve this study. The reason for the selection of questionnaires is to procure extensive data at a reasonable cost and to cover wide geographical areas in a relatively short time.

Moreover, a semi-structured Likert scale questionnaire was designed and distributed to those sample employees who are currently working in different sections of MOENCO as permanent employees; sample size and Secondary data was also be used, this includes risk Report, 2020, published and unpublished information about the study area, books and journals from library and internet. The questioner structured as closed ended and with five-point Likert response scale that ranged from 5 "strongly agree to 1 "strongly disagree".

Data Analysis and Presentation Method

For the purpose of this study both qualitative and quantitative data were analyzed. Mainly for quantitative data, descriptive statistics used to summarize data by using Statistical Package for the Social Sciences, (SPSS) version 23 software. Statistics including mean, frequency, and standard deviation were also used to analyze the data among the different groups. The mean and standard deviation were used to describe the data obtained and to indicate the mean difference of variables to MOENCOS’ permanent employees. Out of 193 questionnaires distributed, 189 were collected which makes the response rate 94.4% of the questionnaires the returned questionnaires were usable because they were filled properly.

5. Result

Socio-Demographic Characteristics of Respondents

The study analysed the demographic characteristics of respondents involved in the study, regarding the respondent’s gender, the majority (128) of them were male while 61 of them were female. With age group 59 of the respondents (31.22%) were within the age group of 41 and 67 (35.45%) of the respondents were between the age group of 36-40 years.

To highlight the composition, majority of the respondents fall single in marital status (59.26%), BA holders in education wise (61.9%) and spent in MOENCO from 6-10 years (32.8%).

Below tables analyzed with: range descriptions - mean Difference by Dhawan (2010) & Davies (2017), from 4.01-5.00= It’s always provided; 3.01-4.00 = roughly provided; 2.01-3.00= have nothing everlasting; 1.01-2.00= provided occasionally; 0.01-1.00= never provide such a service

Activities of after service with assumption of delivering promise (Customer care)

Item Statistics with Assumption of Delivering promise

Item	Mean	Std. Deviation	N
MOENCO provides technical and commercial information through their website where customers can visit to find information.	4.21	.698	189
For further technical information, the customer can make an order from the company and they will receive books and brochures containing the information they seek.	4.32	.782	189
Moreover, this kind of information can be found online together with spare parts, which they then can order.	4.06	.949	189
To access the Vehicle or spare parts online it is required that the customers have an online account of the company.	3.03	1.288	189
MOENCO also has its own magazine where they try to spread information to customers.	2.47	1.323	189
Even though MOENCO provides a telephone number, e-mail, and fax as contact methods, the most common method for the customer to get in contact with the company is via telephone.	3.96	.981	189

There is also the availability for the customers to come directly into the office for any kind matter and concerns or even send text messages to order spare parts.	4.26	.732	189
Grand Mean = 3.76			189

Source: Survey Results and Own Computation

The study result of table, the company website where customers can access, which is depicted in mean difference of 4.21 at St. deviations of 0.698, it's always provided. Orders can be processed through company website and can receive additional information's with books and brochures which is depicted in mean difference of 4.32 at St. deviations of 0.782, moreover, with the ability of ordering spare parts are accessed with other information's on online, which is depicted in mean difference of 4.06 at St. deviations of 0.949, and requirement of customer to have online account in order to access the Vehicle or spare parts from the company which is depicted in mean difference of 3.03 at St. deviations of 1.288, on the other hand there is no magazine consistently flow to customers to equipped them with information 2.47 at St. deviations of 1.323 with nothing over lasting status.

The company prefers to use telephone communication to get contacts compare with others i.e. e-mail and fax, which is depicted in mean difference of 3.96 at St. deviations of 0.981 found roughly provided; and managing customers request through companies premises or using sms texts to check spare-parts availability, which is depicted in mean difference of 4.26 at St. deviations of 0.732 is always obtainable.

In general, from the current study results assessing after-sales management with assessment of delivering promise (customer care) statistics brought us to grand mean of 3.76, shows that the customers assumptions on delivering of promise is at the status of roughly provided.

Providing a personal touch to the service

Item Statistics level of providing a personal touch to the service

Item	Mean	Std. Deviation	N
<i>Furthermore, no additional costs account for the customers when they call apart from the normal telephone rate, the company does not charge any extra fees.</i>	4.13	.795	189
<i>The regular opening hours are 07.00-16.00, and the spare parts distribution department is open 30 minutes extra. The extra 30 minutes is due to MOENCO's consideration to their customers</i>	4.26	.840	189
<i>Additionally, the spare parts manager highly aims for being available to customers and thus, is ready to receive phone calls anytime.</i>	4.28	.838	189
<i>The average speed of reply is very short when calling; there are people answering phone calls in many departments.</i>	4.32	.855	189
<i>There is no written policy for speed of reply since MOENCO answers customers with very low waiting time. However, solving their request can take many days depending on the case.</i>	4.26	.730	189

<i>There is not assigned contact persons for specific customers. However, employees have different responsibilities and most customers have certain workers They like to call and contact them directly.</i>	4.23	.743	189
<i>Grand Mean = 4.25</i>			189

Source: Survey Results and Own Computation

The result of this assessment, apart from normal telephone rate no additional cost incurred by customers to get information's and to order parts which is depicted in mean difference of 4.21 at St. deviations of 0.795 and the regular opening hours is followed and spare parts areas are open 30 minutes extra to manage late comers. The extra 30 minutes considered to recognize sales from customers and to increase customer satisfaction with MOENCO's flexibility which is depicted in mean difference of 4.26 at St. deviation of 0.840 is found always provided.

With the introduction of extra time (early bird and late serving) managers availability is crucial to receive any calls and to provide decisions which is depicted in mean difference of 4.28 at St. deviations of 0.838 and in average there is reasonable lead time from issue by customer to solution by the company in any department including support departments which is depicted in mean difference of 4.32 at St. deviations of 0.855 is found always provided.

Even if waiting time for customer concerns is short there is limitation for structured policy in order to set key performance indicator in MOENCO, so it's difficult to measure the real reply rate depending on type of case or customers which is depicted in mean difference of 4.26 at St. deviations of 0.730 and there is key account management in which to link customers with specific Due to that each customers expected to call in the short number any one pick and speak to them which is depicted in mean difference of 4.23 at St. deviations of 0.743 is found always provided.

In a finding, MOENCO as after service provisions using those statistics the level of providing a personal touch to the service choice linked to preference of customers; three options telephone, e-mail and fax are options to contact MOENCO even if telephone conversations are widely used. The charge for the telephone is the same as other telephone call and no extra charge levied.

As phone calls email communications also not segregated per key account, managers will be the one expected to reply which is affirmatively indicated in average mean of 4.25 found always provided.

MOENCO dealing with reported problems and queries (Compliant Handling)

Item Statistics on MOENCO with dealing of a reported problems and queries as expected (Compliant Handling)

<i>Item</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>N</i>
<i>There are market researches which contact customers after a certain time following the purchase and technician visit, in order to investigate their opinion about the service and so forth.</i>	4.23	.721	189
<i>If the researches discover certain dissatisfactions, the responsible department tries to take care of it.</i>	4.05	.936	189

<i>In case the issue involves several departments, a meeting is organized to solve the problem as soon as possible.</i>	4.19	.952	189
<i>It is not practical to call the customers several times a month; it is rather preferred to call them few times during a year, not to irritate them.</i>	4.16	.769	189
<i>The complaint handling usually focuses on listening to the customers.</i>	3.76	.912	189
<i>MOENCO greatly focuses on making customers happy and satisfied, and in their experience, they have handled complaints well so far.</i>	3.78	.995	189
<i>There is a specific procedure or policies when it comes to complaint management.</i>	3.98	3.139	189
<i>Grand Mean = 4.02</i>			189

Source: Survey Results and Own Computation

Analysis of customers opinion about service level following technicians visit and purchase of products which is predicted in average mean difference of 4.23 at St. deviations of 0.721 which is found appropriate.

Once the research is summarized and if any dissatisfaction identified responsible section should try to manage the complaint, this is predicted in average mean difference of 4.05 at St. deviations of 0.936. Following investigated issue if it's not managed in one department engaging others expected through team collaboration in order to address at early stage, which is predicted in average mean difference of 4.19 at St. deviations of 0.952 and to address customer issue calling multiple times might not address the issue and it is not practical rather a few number of calls satisfy customers which is predicted in average mean difference of 4.16 at St. deviations of 0.769.

Complaint handling is focuses by giving a chance and listening to the customers which is predicted in average mean difference of 3.76 at St. deviations of 0.912, and MOENCO have got good good experience in handling issues and resolving complaints focused on customer satisfaction which is predicted in average mean difference of 3.78 at St. deviations of 0.995. There is a specific procedure or policies when it comes to complaint management which is predicted in average mean difference of 3.983 at St. deviations of 0.139 found technicians working at the organization who have huge responsibilities.

Devoting extra Effort (Check-ups)

Check-ups are a key players for customer satisfactions and minimize any issues from customers even if the main focus should be in quality of services, such additions are crucial to get competitive advantage, extra effort follows other features (Mohammadipour & Minavandchal, 2013).

Item Statistics on devoting extra Effort (Check-ups)

<i>Item</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>N</i>
<i>MOENCO provides check-ups in case a customer seeks specific assistance or large reparation is made.</i>	3.79	.866	189
<i>They also aim for a proactive approach to discover potential problems before it occurs.</i>	3.55	.981	189

<i>Thus, there are technicians working at the organization who have huge responsibilities.</i>	3.68	.982	189
<i>The maintenance and services occur at the location of the customer since transporting huge machines is costly and it is the most convenient way for both customer and them.</i>	3.82	.939	189
<i>The check-ups are considered as a daily work at MOENCO and there are some technicians, who work alone and are constantly travelling and meeting customers.</i>	3.85	.887	189
<i>Due to the proactive approach, the check-ups are quite frequent.</i>	3.86	.755	189
<i>MOENCO (the motor and engineering company of Ethiopia) employees are always willing to help customers.</i>	3.84	.897	189
<i>Employees in MOENCO (the motor and engineering company of Ethiopia) are never too busy to respond to customers' requests</i>	3.78	.905	189
<i>The behavior of employees in MOENCO (the motor and engineering company of Ethiopia) instills confidence in customers</i>	3.81	.854	189
<i>Customers always feel safe in their transactions with Insurance employees in the counters.</i>	3.81	.912	189
<i>Grand Mean = 3.78</i>			189

Source: Survey Results and Own Computation

At the time of customers requirement MOENCO avails specific support and assistance to be considered as check-ups which is depicted in mean difference of 3.79 with standard deviation of .866 and manage specific concerns and potential problems of customer as a proactive way before it's happening which is depicted in mean difference of 3.55 at St. deviations of 0.981. thus, the company has got technicians who is taking care of numerous responsibilities which is depicted in mean difference of 3.68 at St. deviations of 0.982 found roughly provided.

For the reason of convenience and to manage costs effectively i.e. minimize transportation cost, maintenance and service of customer machinery and vehicles managed at customers premises this is depicted in mean difference of 3.82 at St. deviations of 0.939, and operation included check-ups consistently in the process and some technicians in MOENCO travels alone and meeting customers constantly which is depicted in mean difference of 3.85 at St. deviations of 0.887, in the same way frequent check-ups undertaken to avoid detective approach which is depicted in mean difference of 3.86 at St. deviations of 0.755 found roughly provided.

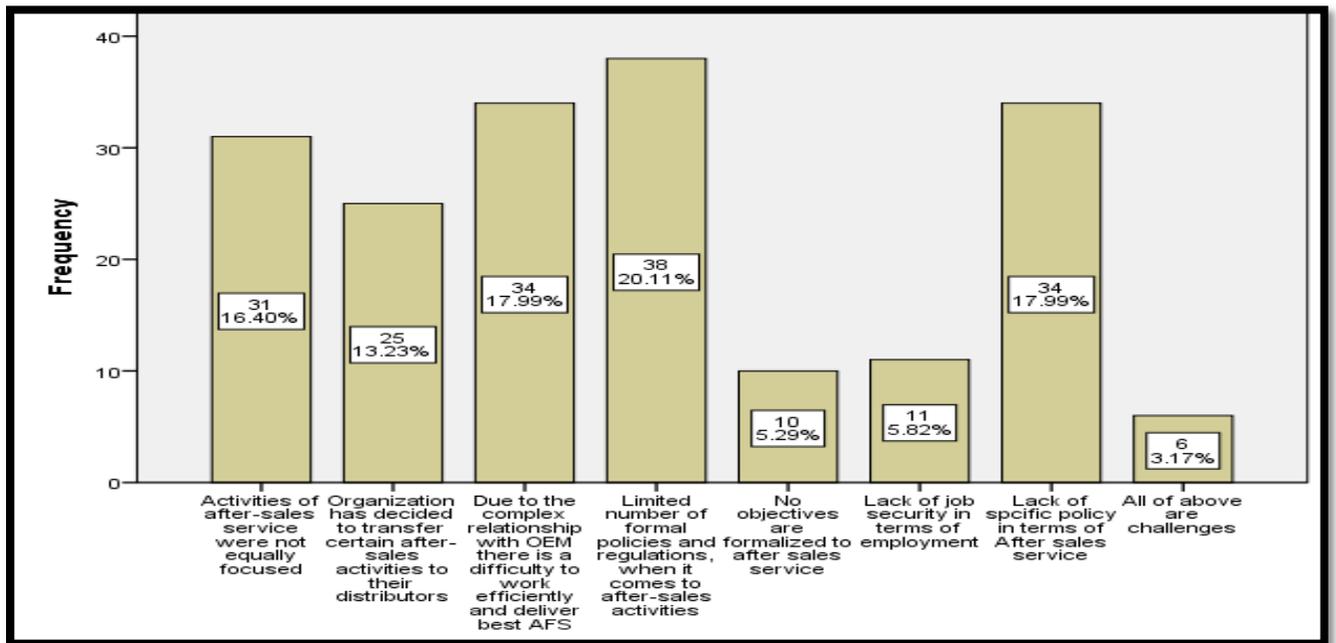
In other hand, study shows that in MOENCO employees are always willing to help customers which is depicted in mean difference of 3.84 at St. deviations of 0.897, and employees in MOENCO are never be too busy to respond to customers' requests which is depicted in mean difference of 3.78 at St. deviations of 0.905,

and the behavior of employees in MOENCO instills confidence in customers which is depicted in mean difference of 3.81 at St. deviations of 0.854, which is customers always feel safe in their transactions with Insurance employees in the counters depicted in mean difference of 3.81 at St. deviations of 0.912 found fully provided.

In general, MOENCO is experienced with happy customers who are willing to transact as they supported with better treatment which is predicted in average mean difference of 3.78 of the expectation is managed and tries to satisfy the customer.

The challenges faced in MOENCO to handle after-sales service management in Ethiopia

The Most Difficult challenges you face to perform after sales service in MOENCO



Source: Survey Results and Own Computation

The results indicate that the challenges MOENCO faces in its attempt to handle after-sales service management in Ethiopia; which as this research showed is 16.40%, responses show that the activities of after-sales service were not equally focused. The main focus area seems to focus in customer care then other after-sales activities followed in different stages.

First, the distributors have difficulties working efficiently because of the complex relationship with manufacturers, as in the case of MOENCO the study confirmed this issue to be 17.99% in this research. For any decision related to outsourcing some after sales activities to distributor’s in which case computed as 13.23% requires knowledge sharing and proper coaching, manufacturers are curious in their activities as they represent the big picture and brand in that specific market.

According to Potluri and Hawariat (2018), with the market where fierce competition arises focus in after-sales service is crucial to manage business with effective management of cost, securing performance of the business and satisfying customers demand.

However, MOENCO's majority (38.1%) of the respondents (17.99% & 20.11%) stated that activities of after-sales service get challenged as the activities were not supported with general policy or with specific policy. On the remaining part, other challenges also take line share after sales activities were not equally shared, there are no defined key accounts for ASS, managers are not aligned with workers in who customer can ask, difficulty of working efficiently due to the complex relationship with manufacturers of Toyota, no objectives are formalized for after-sales service and lack of awareness in the overall activity of after sales and its effect on customer satisfaction.

6 Discussions and Conclusion

Most business entities have limited awareness about impact of after-sales in customer satisfaction and their after sales management is not enhanced to reduce the gap and to consider factors of improvement areas. In order to secure competitiveness and being sustainable after sales management is crucial; failing to keep up with after-sales activities will have direct impact on overall business existence and question the business model. The study is dedicated to assess impact of after-sales activities and management in MOENCO business entity.

In general, from the study results, assessing after-sales management regarding to item Statistics on activities of after service management with assumption of delivering promise indicated in grand mean of 3.76 shows that clear options offered to the customers even if it's at early stage to deliver the expected promise, even if it's better with bigger sized companies compared to that of small sized firms.

In its finding, the study shows MOENCO's after service provisions with statistics level of providing a personal touch to the service; the preference of customers towards to their choice is in average mean difference of 4.25. Though, the preferences are limited either telephone call or email communication in which case common charge rate is applied and no extra cost imbedded.

Overall, MOENCO requires improvement on making customers happy and satisfied by devoting with extra effort with average mean of 3.78. In prior experiences, they have handled complaints well so far which is predicted in average mean difference of 4.02 customer are satisfied with complaint management. In contrast, complaint management is no supported with proper procedure and policy to consistent application of any customer issues even if the company shows some progress to handle the concern.

In conclusion, the findings of the study shows that a lot of effort required in the areas of Customer care through review of marketing and customer experience management, in which customer can be communicated through different channel about general and specific product features for using procured product properly and to retain the customer for reasonable period of time. The other finding is devoting extra effort (check-ups) require improvement specifically in the area of reviewing technicians responsibility to minimize any huge responsibilities to use them properly with expected quality and introducing proactive measures i.e. repair and maintenance takes place at the customer premises for any huge machinery, whereas for any other vehicles related services the location is MOENCO's compound as it requires different kinds of specialists and machines and it's convenient way for both the customer and the service provider.

As operational requirement, technicians are always in check-ups and those technicians also travelled to meet customers to fulfill their demand. To avoid detective ways of handling complaints & dissatisfactions check-ups play vital role. Although the organization does not fully documented after - sales management with formal policies, to assess as key success factor, there is a work in process as the awareness and initiation is in place to manage customer demand.

MOENCO should take a lesson for the gap in after-sales services and management; the gap will lead the business to lose customers from medium to long term period. Strengthening after-sales service activities to align with industry culture and customer expectations will be useful for the company itself.

Based on the research findings, business can take several management decisions to reach-out claims and address those concerns listed. Business to customer relationship should be managed effectively and efficiently to address companies objective. As per the findings the following improvements suggested for industries like MOENCO to satisfy customers need and to go extra mile in delivery of after-sales service;

- 1) After-sales services requires proper management and should be interlinked one another, customer due care (delivering promise) with field technical assistance and with spare part distribution. In the same way extra effort should be done for compliant handling. Keeping balance and working in all determinants are suggested for MOENCO, so customers can be retained and business can achieve target outlined.
- 2) With the basis of MOENCO decision, after-sales service delivery can be delegated to distributors and agents with proper trainings. Such big company's represent OEM's (Original equipment manufacturers) in which standard operating processes should be followed through. So, to support geographical presence management's expected to carry out standardized culture for after-sales activities.
- 3) Even if some initiation noticed, Key account customers were not identified for after-sales service in MOENCO. It should be implemented in structured way specially to handle business to business interactions. Customer segmentation and relation-ship will have numerous benefits including to estimate and plan inventory, to resolve customer complaints on time and to retain customers for reasonable time frame.
- 4) Employee's awareness should be enhanced in the area of after-sales management, one employee's reaction to customer need will affect companies rating. If management works to shape employees behavior and create customer serving culture, the customer will get reasonably the same response regardless of assigned employee. The research uses employees, to get customer's feeling to the company and the response is indicative, in which MOENCO requires further after-sales activities to satisfy customers requisite and to maintain competitiveness through addressing issues outlined and through introduction of additional after sales services.

Finally, after-sales activities are not fully supported with formal policy and regulations in the area of Vehicle, Spare part, and other goods import industry. MOENCO should work towards formalizing the process of after-sales service to effectively manage the business, to reduce complaints and to structure product sales unit against service units. Employee engagement could be achieved through such formal procedures and policies, especially for new employees who don't have knowledge about the process and culture of the business. The more those guidelines outlined and properly communicated, the less the risk will be to achieve organizational target.

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