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Assessment of after-sales service management in the case of Motor and Engineering Company of Ethiopia (MOENCO)

By Dawit Desta

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Addis Ababa, Ethiopia

Assessment of after-sales management in the case
of Motor and Engineering Company of Ethiopia
(MOENCO)

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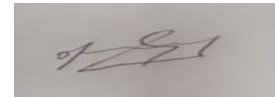
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Addis Ababa University
College of Business & Economics
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Declaration

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Statement of Certification

This is to certify that Dawit Desta has completed his thesis with the title of “Assessment of after-sales management in the case of Motor and Engineering Company of Ethiopia (MOENCO)” is his original work and is submitted for examination with my approval as a thesis.

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Abstract

Assessing after-sales service management is the main object of this study in MOENCO Ethiopia. The study was conducted using the descriptive survey method encompassing both qualitative and quantitative research methods. Questionnaires were handed out to the respondents and descriptive statistical analysis techniques were used for the study. In general, assessing the results from the study of after-sales management with regards to the statistics on activities of aftersales service dealing with reported problems and queries on options created to customers, in which it's comparable between small sized firms with small attrition and structured companies with more fleet mostly addressing issues well. In its finding, the study identified MOENCO's after-sales statistics level of providing a personal touch to their service; the customer can choose the form according to their preference, which dedicated an average mean difference of 4.25. The study also shows that the location of service delivery is crucial, in terms of maintaining different machineries in customer compound is way better than in Service providers station, since transporting equipment's and construction machines is difficult to manage and the cost of doing that also create inconveniency in the machinery business. As operational requirement, technicians are always in check-ups and those technicians also travelled to meet customers to fulfill their demand, at a 4.02 difference, to avoid detective ways of handling complaints & dissatisfactions. Even if formal procedures, goals and policies are not in place to expected level, the company understand the vitality and usefulness to satisfy customer demands. Finally, this research indicates that organizations that provide vehicles and spare parts to the wider public can use the space to enhance aftersales activities, engaging customers for better future considering ongoing nature of the business through effective way of management.

Key words: After-sales Service, Compliant Handling, Customer expectation, MOENCO

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Provision of service is one of the key breakthrough 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).

After-sales service is the main source of income in manufacturing sector, which case consistent application will secure long term financial benefit and improve competitiveness (Bundschuh & Dezvane, 2013; Gaiardelli et al., 2007). Moreover, automotive industries might push the financial return to the extent of three times more than prior product sales (Wise & Baumgartner, 2019). The impact of aftersales expands to support other sectors through machinery business specially as being major contributor of countries economy in developed countries (Anderson & Narus, 2015).

Saccani et al. (2007) identified major activities of after-sales service in manufacturing sector. The major three focus areas to provide successful service to the customer specified with providing of field technical assistance, distribution of after sales and customer care. Those three activities lead the business to adhere to customer expectations and wide-ranging after sales offer (Saccani et al., 2007).

Customer care plays an important role in every business and the success of a business is related to a company's dedication to satisfying its existing customers and attracting new customers. Customer satisfaction is not only measured at the time of product delivery but rather it should be supported by

after-sales service. Different functions of the business will contribute for delivery of service for satisfaction of customers, it measures the performance and efficiency of a company (Gaiardelli et al., 2007).

In most of small scale businesses and medium to big companies in Ethiopia, usually we saw notice boards like “sold items not refunded“(Kindye, 2011). Such notices are clear flag for the link between buyers and sellers, it wind up at the time of product or service delivery. As Kotler (2012) stated, “follow-up” is a crucial procedure in sales process to ensure customer satisfaction through going extra mile after delivery of goods and services, so that customers will have repetitive transaction with the business.

However, the reality on the ground comparing to the theory differs in most companies except some sectors i.e. kitchen equipment stores and electronics shops, in which the product sold together with warranty booklet to provide warranty as after sales service. 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 assess after-sales service management in the case of MOENCO Ethiopia.

1.1.1. Background of the organization

The motor and engineering company of Ethiopia (MOENCO) was established in January, 1959. The founding members were: -Mr. Y.D Lappine, Imperial Insurance Company, Ato Menassie Lemma (the then Governor of the National Bank) and other members.

In the early sixties, MOENCO share owned by Orilex Company acquired additional agencies such as Lister, Blackstone, Barber-Greene, Columbian steel Tank Co., Marzulli and also the agencies for pharmaceutical products.

A well-known international organization called Inchcape PLC of London was attracted and took over the share-holding of the previous Orilex members and provided very substantial foreign capital, thus became the major shareholder. With Inchcape's encouragement and financial contribution, MOENCO took over the Toyota franchise for Ethiopia and Eritrea, in 1968.

Inchcape PLC is the major shareholder of MOENCO and its appointee, the Managing Director, has an executive power in the overall management of the company.

MOENCO started with a capital birr 200,000. There was a lot of financial constraint at the beginning. Thanks to the financial input and encouragement of Inchcape, the company increased and further funds were injected. MOENCO could then participate in the many fields of development, MOENCO's capital has now reached well over 200million birr and the cost for construction of the new branch facility is over 700 million birr.

The existing building complex, which is within the vicinity of bole, has a vast area of 33,000 square meters, the building comprises purpose built modern offices, the garages, the learning center and the spare parts distribution center.

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))

The Hawassa branch is the first MOENCO branch outside Addis Ababa, located 275km away from Addis Ababa. It became operational in August/1998. All the activities in Hawassa are a direct replica

of the ones in Addis Ababa. The computer facility is directly linked with the central computer of the head office. Other branches are Kality, Adama, Bahir Dar (two sites) and Diredawa.

Product range of MOENCO imports and distributions: -Toyota vehicles, agricultural and construction Machineries, generators, different equipment's, machinery tools and different OEM (Original equipment manufacturer) parts and accessories.

1.2. Statements of the Problem

The significance of After-sales service management in the automotive industry have an impact on different stakeholders starting from shareholders, employees, customers, society in general, and the government. Shareholders' wealth is mainly based on after-sales or service business; for instance, in the case of MOENCO, more than 60% of the revenue stream comes from this source. Over 60% of the Ethiopian automotive market brand is covered by the Toyota Company. Apart from Grey importers, the only authorized provider of Toyota vehicles for the Ethiopian market is MOENCO, those brands are used by different institutions (News Africa, 2021).

MOENCO has an exclusive dealership lot, while grey traders in the market buy used cars that need extra spares and labor, at times, starting from the date of acquisition. Due to the economic status of the country and the wealth of society, most individuals are inclined to get those used cars. In order to get a higher insurance claim, these cars are brought to MOENCO, which is the place that has certified mechanics and accredited specialists in those specific models.

From the data obtained from the Ministry of transport in Ethiopia as of the fiscal period July 7, 2019, the total number of vehicles registered in Ethiopia including motor bicycles and the locally assembled are 1,071,345. Over half of the total registered vehicles, 596,084, are registered in the capital Addis Ababa, followed by the Oromia region with 171,308 vehicles, 94,001 registered in the Amhara region, 94,001 in the Southern region, 52,751 in Tigray, 21,938 in Dire Dawa, and the remaining numbers comes from other regions. With the exception of Tigray, MOENCO has branches in the

stated regions. Even in Tigray, there are assigned agents that provide support and provide customer requirements (MoT, 2019).

Previous studies have shown that most Ethiopian Vehicles and spare part importers after sales service is not granted as expected using some models i.e. SERVQUAL and Kano model. Potluri and Hawariat (2018) study focus on the area of aftersales in Ethiopian telecom customers using SERVQUAL model in which negative effect realized on after-sale service on customer satisfaction. Kindye (2011) also conducted the study using Kano model to investigate the relationship between after sales service with customer satisfaction in the area of automotive industries (Holland Car PLC and MOENCO), as a result of the study positive relationship realized between customer satisfaction and after sales service which boost the customer retention.

But, neither of the previous researchers indicated after sales service management practices, such as, delivering the promise, providing a personal touch to the service, devoting extra effort, and dealing well with problems and queries using the service excellence model (Jounsen, 2007). The model requires manufacturing or importing companies to simply deliver what is promised and react appropriately in case of non-conformance, evaluating companies that deal with unpleasant events properly (Maghsoudlou, Mehrani and Azma, 2014).

However, there is a reason why current researchers insisted on conducting their research based on the following empirical and knowledge gap. Even if Ethiopia stands at the lowest stage of motorization, unlike other countries in the continent, the after-sales market is big, as the vehicles are used for a long period of time; on average 20 years of usage exists. To put the data into numbers, referring back to the year 2019, around 175,000 vehicles were in use in Ethiopia, out of these vehicles 100,000 were for private buyers and 65,000 were for commercial use. But there is no other study that demonstrates this or refers back to MOENCO and its after-sales service management.

For a company as big as MOENCO, it is very essential to be able to satisfy customer promise in each job of the after-sales cycle and provide the shortest period of delivery possible. It is important to see if the stated importance of Johnson's (2007) service excellence principles is being exercised in MOENCO and how this has helped the company grow as one of the biggest automotive sectors in the industry. This study analyzes the cases of MOENCO at the Central office and branches in Addis Ababa.

1.3. Research Questions

The study aims to analyze the current after-sales management practice in MOENCO and put out the findings by specifically answering the following research questions.

1. What activities of after-sales is not handled properly?
2. How does complaints handled and any tool to measure effectiveness?
3. What are the contact methods preferred by customers to reach out after-sales?
4. How problems and queries handled in the process?
5. What are the challenges faced in its after-sales service management?

1.4. Research Objective

1.4.1 General Objective

The primary objective of this study is to assess and examine after-sales services management in context of customer satisfaction in MOENCO.

1.4.2 Specific Objectives

1. To evaluate MOENCO's major activities of after-sales service management;
2. To indicate how MOENCO is handling complaints against any available benchmarks;
3. To indicate contact methods preferred by customers to reach MOENCO's after-sales service;
4. To evaluate how MOENCO deals with problems and queries using service excellency;
5. To examine the challenges that MOENCO faces in handling after-sales service management.

1.5. Significance of the Study

The result of this study is expected to have great importance for the management of automotive companies in Ethiopia, by identifying the significance of after-sales and taking correct measures on after-sales services to keep existing customers and attract new ones. Moreover, it can benefit MOENCO, because it draws attention to set actions with proactive approach to in order to satisfy customers consistently and to create pleasant and loyal customers.

A clear analysis of after sales management will help to identify the use of after-sales service in the context of overall performance of the company, to set improvement with understanding of company's current after-sales management and to know attributes of after-sales management for effective and efficient delivery of service to customers.

Likewise, other importer automotive companies will have a clear picture of the condition of the after-sales service management level in Ethiopia which will help make future after-sales service decisions. Moreover, other interested researchers in this area may use it as a source of detailed and further study.

1.6. Scope of the Study

The study was geographically delimited to Addis Ababa, MOENCO Ethiopia branch offices selected as its manageable and to assess and work with adequate concepts or issues, additionally to have sufficient time for the study.

Regarding the concepts, it was delimited in concepts or issues to assess the after-sales management of MOENCO. Service excellence principles are a wide concept and applied in various sectors. But, in this study, the researcher focused on after-sales management. Concerning the time, the study was cross-sectional in design confined to the subject within the period of January to April.

1.7. Organization of the Paper

The study is structured in five sections. Brief background of the study, discussion of the research problem, specifying of research questions, objectives and significance and scope of the study outlined

and addressed in Chapter one. Chapter two covers reviews of related literature, Chapter three, presents the research design and methodology which are adopted in the study, Chapter four, and includes data preparation, analysis, and presentation. The last Chapter is conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical concept of After-Sales in Business-To-Business Environment

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).

Accordingly, Saccani et al. (2017) described after-sales service as 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).

Splitting manufacturing and service is difficult and even previous manufacturing companies transformed their business model to service provision (Bryson & Daniels, 2017). The practice created advantage to manufacturing industries to satisfy customer demand and to get customer- specific packages (Davies, 2013).

In order to maximize benefits for companies, providing bundling packages plays a vital role. With introduction of such package overall company's performance being transformed and helps to increase return of the company, differentiate from competitors, strengthen business to customer interaction and retention, continuous growth and simplify sales of goods (Brax, 2015).

2.1.1. 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). After-sales activities delivered through different channels and multiple actors within a business. Services could be delivered in complementary ways i.e. providing field assistance with customer care, or could be provided with the support of agents and business networks.

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.

2.1.1.1 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).

Subsequently, customer care activity is not only providing general information but rather should go beyond simple task, customers are advised for any financial impact with their purchasing decision and complex data's handled accordingly to manage better relationship with customers (Kantsperger & Kunz, 2005). Operating with customer care has a base to meet customer retention and acquisition in which companies set as strategic objective.

What matters is customer opinion, when companies work towards alleviating competition customer gets better service and experience new areas on the way (Kahn, 2015). Organization's understood the need for customer opinion, especially with fierce competition product life cycle is short. So, delivery of product efficiently and continuous improvement is fundamental.

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.

Notably, some industries i.e. automotive, electronics requires both product improvement and better service delivery. Attractive value expected from those industries with high technical spec. and better functional service delivery, as the technology is advanced the differentiation can come from service characteristics i.e. availability, consistency, integrity and timeliness (Kantsperger & Kunz, 2015).

2.1.1.2 Field Technical Assistance

Field 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.

In recent periods, outsourcing becomes common in different areas especially with field technical assistance provision (Russell, 2018). Keeping more than one activity at a time is costly and time

taking rather focusing on main area is advantageous. Armistead and Clark (2011) outlined benefit of outsourcing in big companies who covered large geography and dispersed volume.

Especially, in any interaction between different businesses addressing technical issues on time is critical for satisfaction of final users or customers otherwise it create serious issue (Russell, 2008). If any technical issue arises at the time of installation in the sellers premises it can be addressed immediately, otherwise warranties will cover the difficulties (Chien, 2007). Warranty is provided to customers with defined time period and with some terms and conditions by the manufacturer. Warranty is a contractual commitment arises due to prior sales of product, in order to keep maintain the product to serve with the intended purpose for reasonable period of time (Blischke & Murthy, 2012). Warranty is packages formulated to set remedies for after-sales management with in warranty period and in some instances it's further extended with the agreement of buyer and seller arrangement.

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.

2.1.1.3 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).

2.1.2. Manufacturing Industry and Firm Size

Markets in the modern world becomes complex in their process flow, dynamic in product nature and the trend from competitors require high level of change (Neu & Brown, 2015). With global presence, the industry requires different changes and not limited to technology, product and process dynamism in terms of providing variety proposition (Pun, 2014). Aggressive market competition arises in some manufacturing industries i.e. machinery and equipment, the industry is known for improvement by creating challenges for existing markets and new entrants (Belz et al., 2017).

Thus, machinery and equipment manufacturers create ways of expanding their service delivery methods to support the business as one area of profitability (Gebauer et al., 2005). In some instances

companies with such offer might not be effective to execute their intended objective to satisfy customer's expectation, as it needs additional expertise in after-sales area (Gebauer et al., 2005).

With the size of the business after-sales option responded differently, as the level of challenge and expertise in the sector differs in the area of marketing and service delivery (de Brentani, 2015). Big firms benefited from their level of risk appetite, core competence, resource and overall system (White et al., 2018). On the other hand smaller firms have the possibility to promote entrepreneurial skills with individual's contribution to tackle challenges (White et al., 2018), even if they suffer from resource constraints, limited risk appetite, limited learning and experience (Nooteboom & Catrien, 2013).

On Gebauer et al. (2005) empirical study, the composition of service income against total turnover reach out 40% for 11% of manufacturing companies under the study. The remaining companies (~39%) income composition of service computed less than 10%. The reason for such variation comes from internal structure of a company, which impact the response method of market expectation as mainly it's linked with the size of the business (de Brentani, 2015).

Capital expenditure with new technologies, innovation tools, process improvement platforms varies from business to business with their size and management's capability and aspiration to compete as world class mindset (Laforet & Tann, 2016; Laforet, 2019).

Services can be a base for competitive advantage (Heskett et al., 2017), with unique resource and core competence (Wernerfelt, 2014). As the result the resource can't be imitated easily and the competence distinguish the business from the market. While, even if the resource can have advantage to the business, in order to get competitive advantage it should be supported with other resources to acquire superior relative value to the customer (Prahalad & Hamel, 2000), since value is determined by customers over created value addition by the company (Matthyssens et al., 2016; Vargo & Lusch, 2018).

2.1.3. Need for Further Investigation

As we observed from different literature's, after-sales service is back bone for growth of the company to create demand for existing product, to introduce new product, to differentiate from customers and to get satisfactory level of return with business to business interactions (Brax, 2015; Davies, 2013). In the same way, literature review outlined the need for further research in after-sales key features in which it consists field technical assistance, customer care and spare part distribution (Saccani et al., 2017). Sacanni et al. (2017) suggested empirical research technique should be exercised for identified research gaps in after-sales.

Manufacturing and industrial products sales transaction rarely ends at the time of sales of product, after-sales requests and demand raised by the customer due to complex nature of the product. (Levitt, 2013). Such request of after-sales service elongate the process of customer relation with buyer and ease customer retention mechanism. Even if several research and investigation carried out in the area of after-sales there is still knowledge gap in after-sales service management and feature of after-sales components.

Another area of assessment is interaction between after-sales management and size of the business, as researchers provides statement for the difference between after-sales level and uniqueness depends on size of the firm (de Brentani, 2015) However, there is only some researchers analyzed the impact of after-sales offer against size of the business.

2.2. Theoretical framework of service excellence model

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).

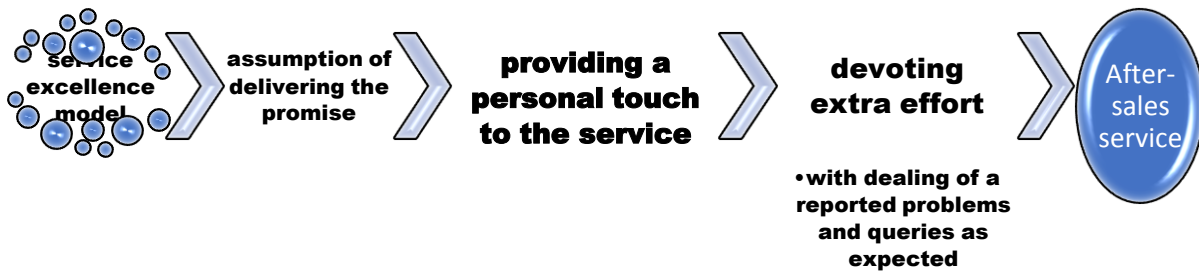


Figure 1 Johnson (2007), service excellence with structured way after-sales management modified in 2021

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, a., 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).

There are five main approaches that identify the definition of quality (Garvin, 1984): (1) the transcendent approach of philosophy which sees the quality of a product or service as an innate characteristic that is both absolute and universally recognizable (2) the product-based approach of economics which sees a product’s or service’s quality as quantifiable based on certain ingredients or attributes (3) the user-based approach of economics, marketing, and operations management which is based on the premise that quality is “in the eye of the beholder,” where the beholder is the user.

In this approach, quality is compared with satisfaction. The highest quality shows the best satisfaction of consumers' preferences. (4) The manufacturing-based which Garvin labeled quality as "conformance to requirements." (5) value-based approaches of operation management in which quality is defined in terms of cost and price.

With Johnston model, customer satisfaction is dependent variable, while the remaining four assumptions; delivering the promise, providing a personal touch to the service, devoting extra effort, with dealing of a reported problems and queries are independent. If the management properly handled those variables customer satisfaction, customer retention and competitive advantage easily obtained. However, there is interlink between independent variables i.e. by devoting extra effort the company might be able to manage and reduce problems before it happens.

2.3. Empirical critics of SERVQUAL model, Kano Model

Service quality is widely measured through SERVQUAL model, in which the model evaluates service quality through ten dimensions, five of them are generally analyzed with perception and expectation of customers to perceived quality, represented as RATER: Reliability, Assurance, Tangibles, Empathy and Responsiveness. In assessing the after-sales service quality impact in customer satisfaction of *Lifan* motors in Ethiopia, it was found that companies should focus in three dimension to satisfy customers, "Assurance", "Tangibility" and "Empathy" by Tesfatsion (2018). Using Kano model, Customer satisfaction measured by other supporting aftersales activities and behavior's, then the study decided as the main after-sales service importance is less than supporting activities in two wheel brands (Sanjupa and Kumar ,2016), in which case limit companies effort to handle customer satisfaction in some criteria level.

On the other hand, survey was done in the impact of after-sales quality against customer satisfaction in automotive industry, specifically with three big firms, it confirms that service performance dimensions empathy, reliability, tangibility and assurance has got direct relationship with customer

satisfaction. Those three companies couldn't exceed customer expectation and specifically with the rate of responsiveness customers rather dissatisfied in that area service delivery (Tegbare, 2017).

Potluri and Hawariat (2018) on their study of "An empirical analysis of Assessment of After-Sales Service Behaviors of Ethiopia Telecom Customers", identified that the basis of customer satisfaction is relates with quality of product and CSR (Corporate social responsibility) at a first level and increased by better service delivery. Kano model is used the prime determinant of customer satisfaction. With the finding, due to busy environment in service stations around 50% of telecom service customers dissatisfied with their service delivery, in which the environment can be improved through using additional automated tools i.e. Wireless connections, mobile devices and through employee management to let serving employees in different schedule.

Along with the SERVQUAL model, the Kano model is also used both in measuring customer satisfaction by Mustofa and Abebe (2012). The study focus on activities of MOENCO and Holland car with a title of "Effect of after-sale services on customer satisfaction and loyalty in Automotive Industry of Ethiopia" and customer satisfaction depends on exploring customer needs. In which after sales of MOENCO has got opportunity in car washing area, while main service areas of one-dimensional requirements include spare part delivery and service inspection. On the other hand for Holland car plc service maintenance and product availability are the main category, documentation and car washing services provided as different service privileges. Unlike to MOENCO Holand car PLC provides driving orientation to customers in order to explore other customer needs.

In MOENCO documentation services and online services provided differently and warranty is among the basic requirement. Furthermore, driving orientation is not included as part of MOENCO after-sale service to customers. In the after-sales line of business in addition to providing maintenance service, technical inspection, spare part supply service, other areas i.e warranty service, telephone service and car washing considered as value adding component for after-sales customers to increase overall

satisfaction, even if level of value creation differs from one another. Conversely, training and documentation services are not among priorities even if it's considerable when the need arises.

2.4. Research gap

From the literature review, it was found that most of the past studies have focused their research either in main product attributes (price, design, features, etc.) or behavioral aspects. While, after-sales requires holistic approach towards customer retention and satisfaction. Likewise, most of the past studies have not firmly stated the need for delivering promise to customers after sales transaction finalized to overall business continuity and performance.

Widely, the two models SERVQUAL and Kano was used in order to determine customer satisfaction in which past studies used them in separately. Some researchers get to conclusion with unknown brands, small scale and medium companies to the industry, and those brands also not used much by the public i.e. Maruti, Hino and others. properly. So, those companies not representing the wider industry trend.

This research focuses on after-sales attributes with three pillars of Johnson excellence model with delivering promise, creating personal touch and extra effort to manage any customer complaints. Moreover, this research represents most customers, as it basis MOENCO who is delivering brands of the Toyota and Suzuki, and after sales service is not limited to 'sales transaction' and include any vehicle sales by grey importers, while their after-sale service management is progressed through MOENCO. Therefore, I hope this research provides a better insight into limitations of the previous researches and minimize the research gap.

Even if some new model introduced after Johnson service excellence model (2007) introduction, the model is one of widely accepted model which challenges conventional approach of customer management and seek continuous improvement in both preventive and reactive methods in a

systematic way and to a structured processes. On top of that, Johnson reviews service excellence in both customers and managers perspectives and making recommendations in what companies do to strengthen excellence. The model best fits in such big and structured companies as MOENCO, in which the model requires corporate culture, employee and management assessment of customer demand, appreciation for better improvement, readiness for effective system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. The Research Design

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.

3.2. Research Approach

The research approach used on this study is both quantitative and qualitative methods, which is the triangulation research method. This will help clarify concepts, characteristics, descriptions, counts, and measures to demonstrate the implications of the issues under the objectives. The quantitative method involves the use of a structured and semi-structured questionnaire, while the qualitative method includes the use of personal interviews with the sampled subjects, which was selected for this research.

According to Bailey (2017), Quantitative methods are most often used when the motives for research are evaluated. The quantitative method refers to the collection of data using numbers, counts, and

measures of things and qualitative research involves the use of words, picture description, and narratives.

On the other hand, Dhawan (2010) asserted that qualitative research aimed to understand how people live, how they talk, how they behave, and what captivates or distresses them. The most effective evaluation research is one that combines qualitative and quantitative components, making statistical comparisons is useful and so is gaining an in-depth understanding of the processes producing the observed results or preventing the expected results from appearing. Due to stated reasons this research design was chosen to assess after-sales services management in MOENCO Ethiopia.

3.3. Study Population, Sample Design and Sample Procedure

3.3.1 Target Population

A population can be defined as the study of objects, which may be individuals, groups, organizations, human products, and events or the conditions to which they are exposed (Babbie, 2010, p: 46). 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, and downstream direct employees 1,453. Targeted populations were selected only three districts of MOENCO employees for the purpose of the study using purposive sampling due to the homogeneity of project target members.

As it identified by these statics, out of the total population; the total number of Addis Ababa MOENCO employees; which is 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 (See 3.4.3).

3.3.2. Sample size Determinations

Mike Slovin (2007) developed a means for determining sample size from a large population and a representation of a large population is assigned a possible sample size which makes it easier to study. By using the 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. The total selected MOENCO Employees obtained were 3,578. To determine the appropriate sample size for the study; the researcher deals with three possible options which can provide different sample sizes.

The basis for determining the sample size in each option should be measured against better sample size, level of precision against representation of population, confidence level and volatility level. In this regard, the researcher used option (2) i.e. (0.07) of the Slovene formula by 7% to determine sample size. Since the population is large the following simplified formula will be applied:

$$n = N / (1 + N (e)^2)$$

Where: N = Population Size n = Sample

Size e = Precision (Sampling Error): 7%

In this option the sampling error was decreased from $\pm 10\%$, $\pm 7\%$ to $\pm 5\%$ so as to get the middle sample size options 2 is more appropriate.

Confidence Level = 95%

Degree of Variability = 50% (Maximum Variability)

Sampling Error = $\pm 7\%$ Total Population =

Total Population = 3,578

The sample size is computed as follows:

$$n = N / (1 + N (e)^2) \quad n = 3,578 / 1 + 3,578 (0.07)^2$$

$$\underline{n = 193.02 \approx 193.}$$

Based on the Mike Slovin (2007) sample size determination formula, a total of 193 MOENCO employees were taken as a representative sample.

3.3.3. Sampling technique for quantities method

Under the quantitative method, the sample selection was guided by principles of probability. Systematic Random sampling technique were employed in selecting the representative sample from different levels of MOENCOS' Sample size. As identified by Cowton (2018, p: 132), the aim of sampling in social research is to produce representative selections of population elements. In the course of the process of sampling the main aim is to get a sample of that which is as representative as possible of the target population.

The underlying epistemic criterion of a valid i.e., an unbiased sample is its representativeness and the method of criteria applied in the process of sampling; whether or not there is a clear definition of the population, observing the advantages of the multi stage, systematic drawing of the sample, and drawing probability rather than a nonprobability sample.

3.4. Source and Instruments of Data Collection

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.

3.5. Validity and Reliability

Validity concerns the degree to which a question measures what it was intended to measure. To assure the validity of the study, the researcher reflected with the advisor and other management staff about the questionnaire before it was deemed ready to be distributed.

It is developed on the basis of previous studies and a review of related literature. In addition, the researcher provided explanations concerning the questions to the respondents. As per Creswell (2013) reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire.

The researcher defines Cronbach's alpha as a base to determine the internal consistency of the baseline measurement. Cronbach's alpha coefficient range in value was used to describe the reliability of effects extracted from dichotomous and or multi-point formatted questionnaires or scales.

Cronbach's coefficient measurement determine internal consistency and the closer the rating to 0.65 the greater the scale consistency as it's defined, while the coefficient didn't have lower limit (Davies, 2017).

Variable	Number of items	Cronbach Alpha α
Assumption of delivering the promise (Customer care)	7	0.752
Providing a personal touch to the service	6	0.831
with dealing of a reported problems and queries as expected	7	0.975
Devoting extra Effort (Check-ups)	10	0.890

Table 1 Reliability Test measures indicator

**** Correlation is significant at the 0.01 level (2-tailed).**

Source: from field survey data, 2021

The Cronbach's alpha values are reported as follow. Assumption of delivering the promise (Customer care) yield Cronbach's alpha = 0.752, dealing with reported problems and queries as expected yields in Cronbach's alpha = 0.975, the Cronbach's alpha for Devoting extra Effort (Check-ups) was at a 0.890, which is highly reliably conducted. In all four criteria's Cronbach's alpha result brought more than 0.6 that explains individual fields are well understood by those selected respondents, so that fit for the purpose qualify as the measurements designed well.

3.6. Methods of Data Analysis

After the data was collected, it was computed and analyzed, interpretation and presentation were also provided, in order to give appropriate recommendations to the problem. For the purpose of this study both qualitative and quantitative data were analyzed, according to the procedure Qualitative data start during and after data collection, which helped in rearranging and analyzing these data systematically and rigorously. Data was presented in the form of a statement.

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.

3.7. Ethical Consideration

Ethical consideration in research should uphold fairness, honesty, openness, disclosure of methods and the purpose for which the research is being carried out. In this case, information gathered from MOENCOS' employees in Addis Ababa respondents were kept until the reasonable period of time. Confidential files and issues regarding employees' personal data, policies and strategies of the organization and other highly classified information that need to be kept confidential are given value and kept private.

CHAPTER FOUR

DATA PRESENTATION, RESULTS AND DISCUSSION

4.1. Introduction

This chapter deals with the analysis and presentation of the quantitative data collected through questionnaire. The questionnaires composed of close-ended questions, which are summarized and presented quantitatively in tables using SPSS 23 software. The researcher used supplementary information from some secondary data and from published and unpublished documents in the case MOENCO.

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. The researcher, as much as possible, made the questionnaire easy to read and answer without difficulties.

4.2. Socio-Demographic Characteristics of Respondents

The study analysed the demographic characteristics of respondents involved in the study. In this section the respondent's profile is presented. It includes gender, age, marital status, level of educational, length of service; training received, obtains another post, and outcome to perform in the current position. Analysing these variables was meant to provide any evidence of association between these variables and the various responses.

Table 2 Profile of Respondents

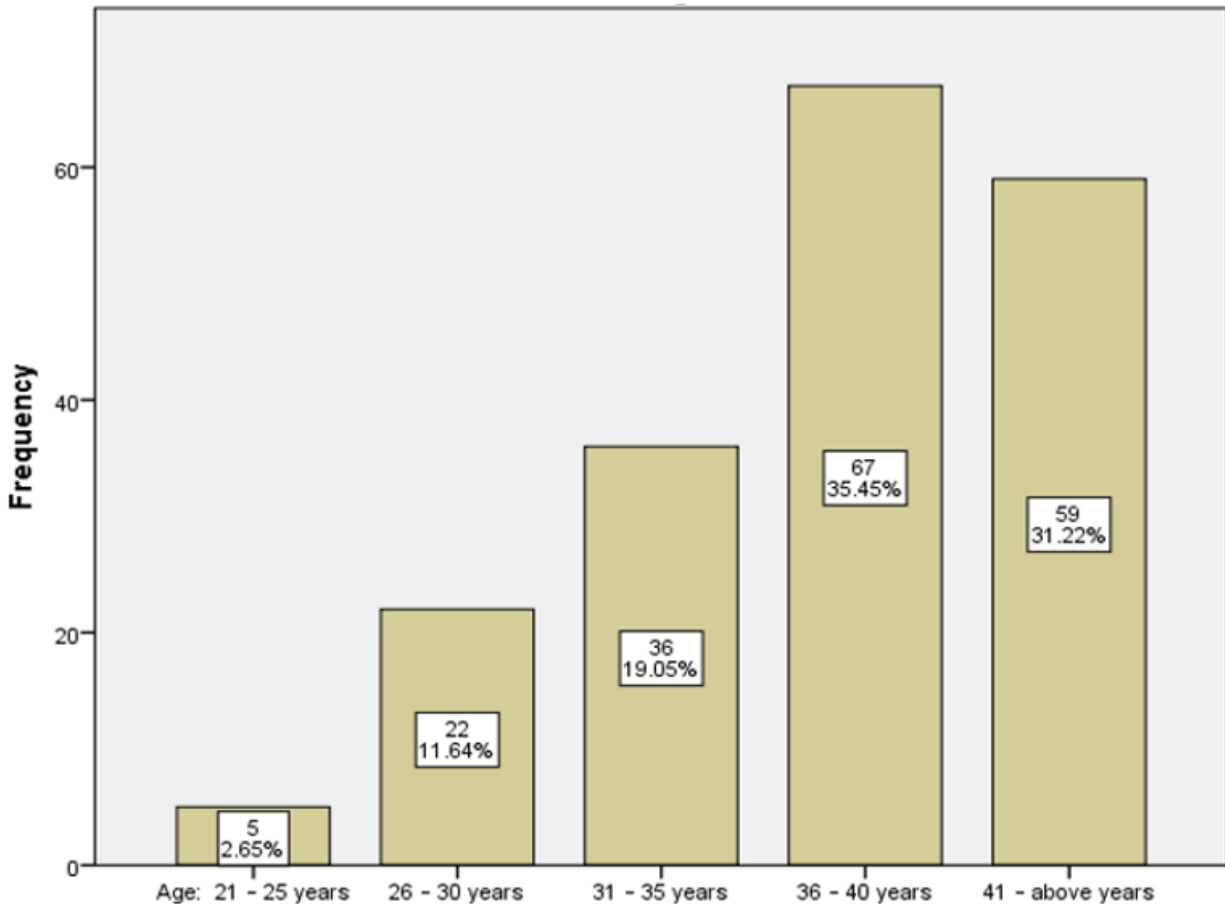
S. N	Variables	Type	Frequency	%	Cumulative %
1	Gender	Male	128	67.0	67.0
		Female	61	33.0	100
Total			189	100	

Source: Own Survey, 2021

On the above Table (table 2), regarding the respondent's gender, the majority 128 of them were male while 61 of them were female. Out of this we can see that 128 respondents are male consisting 67.0% of

the workforce while 61 respondents are female consisting 33.0%. From the above table it can be observed that the difference in gender composition in the sector is marginally high which the respondents rating promotes gender balance in its employment practices.

Chart 1 Age



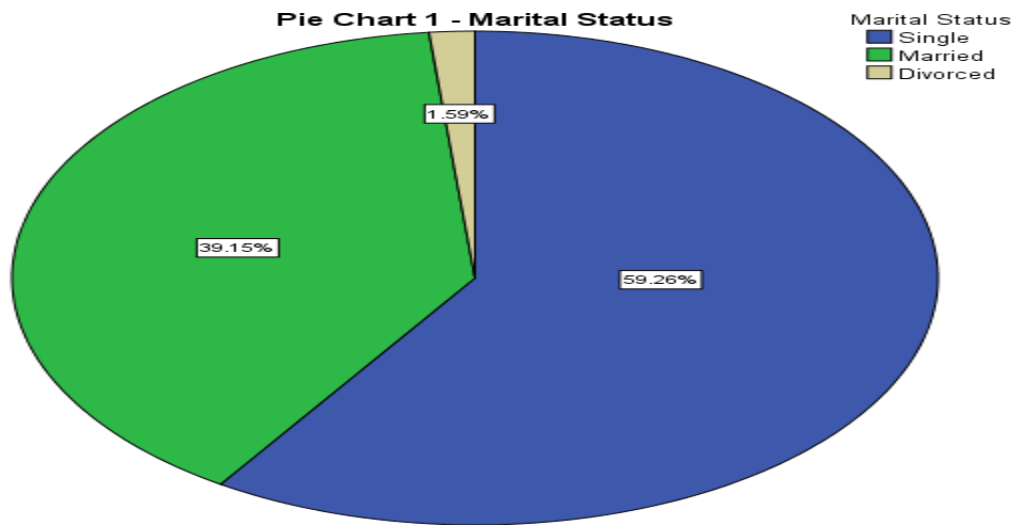
Source: Own Survey, 2021

From this graph, we can see that 59 respondents (31.22%) were within the age group of 41 and above years, 67 (35.45%) of the respondents were between the age group of 36-40 years and 36 (31.22%) of the respondents were between the age group of 31-35 years.

The rest 22 (11.64%) and 5 (2.65%) were between the age of 26-30 years and 21-25 years respectively.

Therefore, this implies that majority of the respondents of MOENCO workers are between the age group of 36-40 years.

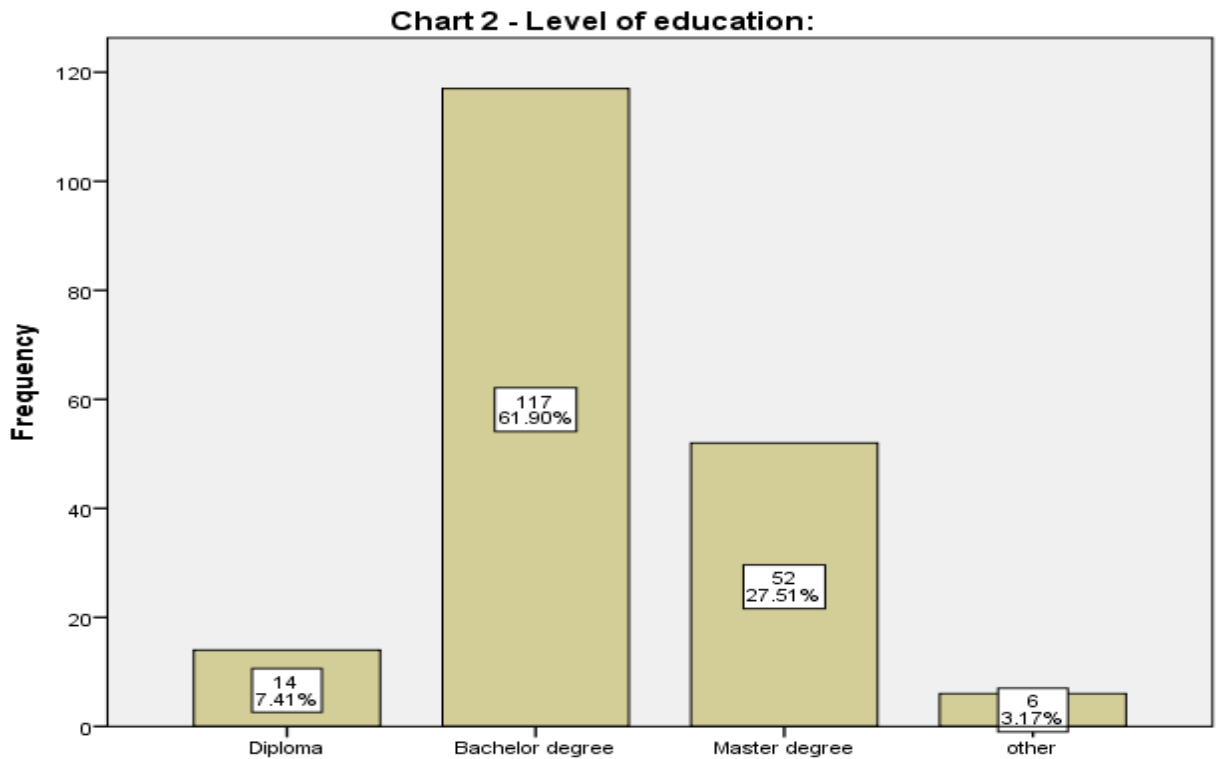
Chart 2 Martial Status



Source: Own Survey, 2021

From the above pie chart 1, results regarding to respondent's marital status indicates that, out of the 189 respondents captured in the research work, (112) respondents representing 59.26% of the total population were not married in other words they were single, (74) respondents representing 39.15 % on the other hand indicated that they were married whilst the remaining (3) respondents representing 1.59% of the total population were divorced. Therefore, be deduced from the statistics in the pie chart above that most of the staff at the various sections of the employees single.

Chart 3 Level of Education



Source: Own Survey, 2021

With regard to the level of education, 117 respondents (61.9%) have Bachelor’s Degrees and 52 respondents (27.51%) have Master’s Degrees. This shows that majority of the respondents who participated in this study were found to be educated to a level of Bachelor’s Degree or have first degree.

Table 3 How many years have you spent in MOENCO (Service in years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 – 5 years	24	12.7	12.7	12.7
6 – 10 years	62	32.8	32.8	45.5
11 – 15 years	36	19.0	19.0	64.6
16 – 20 years	29	15.3	15.3	79.9
Above 20	38	20.1	20.1	100.0
Total	189	100.0	100.0	

Source: Own Survey, 2021

Data from table 3 shows the distribution of length of service that respondents have been working in MOENCO. Out of the total respondents, 62 (32.8%) are between 6-10 years, 36 (19%) are between 11-15 years, 24 (12.7%) are between 1-5 years, 29 (15.3%) are between 16-20 years and finally 38 respondents (20.1%) are above 20 years.

Therefore, the majority of the respondents have been working in MOENCO, between six to ten years. On the other hand, a small percent of respondents (4.8%) are between 1 – 5 years of work experience in the MOENCO Office.

4.3. Assessments of after-sales management in MOENCO of Addis Ababa, Ethiopia

This study has focused on studying after-sales management in MOENCO of Addis Ababa, Ethiopia. The study was planned to analyze after-sales service activities in the context of customer relationship in different scales by MOENCO of Addis Ababa, Ethiopia.

Simultaneously, it shows the most significant differences of Assumption of delivering the promise (Customer care), providing a personal touch to the service in relation to the remaining two activities (i.e., with dealing of a reported problems and queries as expected and Devoting extra Effort (Check-ups). Moreover, expectation increase with the size of the company to focus on availability of products and service together with effective management of aftersales to respond customer's issue. Therefore, the study result presented through descriptive statistics sows thus.

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

According to MOENCO, it's well known that customer relationship starts at the time of contacting potential buyer, develop at the time of first product or service delivery and supported by other after sales service to develop long term relationship for sustainable profitability. Such customers will be a

backbone to the company for long term success and competitive advantage with enhanced value chain. Some of the activities in aftersales but not limited to product, customer and technical service support and service (Goffin & New, 2001).

Table 4 Item Statistics with Assumption of Delivering promise

Item	Mean	Std. Deviation	N
1. MOENCO provides technical and commercial information through their website where customers can visit to find information.	4.21	.698	189
2. 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
3. Moreover, this kind of information can be found online together with spare parts, which they then can order.	4.06	.949	189
4. 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
5. MOENCO also has its own magazine where they try to spread information to customers.	2.47	1.323	189
6. 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
7. 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

Range Description- Mean Difference by Dhawan (2010) & Davies (2017)

Mean difference 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

Source: From researcher Owen survey data, 2021.

From Table 4, the study result Assessing after-sales management with Assumption of Delivering promise; it was looking in to the respondents of MOENCO as importer commercial and technical information expected to be provided in 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.

Apart from getting technical and commercial information, 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, different communication tools used by MOENCO, even if 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.

Major Gaps - 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.

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. In which the main gaps can be with access privilege to customers for any access of vehicles and parts and limited work on preparing any kind of brochure's and magazine in which to provide customers to have

enough information for a better decision. On top, customers don't expect to focus only on telephone conversation while the company prefers such method of communication in which stated as gap.

4.3.2. Providing a personal touch to the service

Table 5 Item Statistics level of providing a personal touch to the service

Item	Mean	Std. Deviation	N
1. 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.	4.13	.795	189
2. 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	4.26	.840	189
3. Additionally, the spare parts manager highly aims for being available to customers and thus, is ready to receive	4.28	.838	189
4. The average speed of reply is very short when calling; there are people answering phone calls in many	4.32	.855	189
5. 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.	4.26	.730	189
6. There is not assigned contact persons for specific customers. However, employees have different responsibilities and most customers have certain workers	4.23	.743	189
Grand Mean = 4.25			189

Range Description- Mean Difference by Dhawan (2010) & Davies (2017)

Mean difference from 4.01-5.00= It's always provided; **3.01-4.00 =** roughly provided;

2.01-300= have nothing everlasting; 1.01-200= provided occasionally;

0.01-1.00= never provide such a service

According to Table 5, 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.

Major Gaps - Item Statistics level of providing a personal touch to the service, apart from normal telephone rate no additional cost incurred by customers to get information's and to order parts while those customers might wait on the line for longer time which is depicted in mean difference of 4.13 at St. deviations of 0.795 and there is key account management in which to link customers with specific employee, 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.

Within the working days phone calls replied immediately during business opening hours. Unlike phone calls emails responded lately, even if it differs by contact and decision level. Some decisions require OEM's (original equipment manufacturers) advice to get back to customers. 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.

According to Tegbar (2017), with fierce competition in the automotive business and increasing trend for after-sales service features providing a personal touch to customers enhanced in MOENCO. Taking in to consideration the nature of business, as it's known for innovation, there is mechanical issues which should be resolved timely, so effective after-sales service is mandatory in order to sustain the business.

It can be concluded that the level of providing a personal touch is executed on after-sales. Employees had equal responsibilities of providing customer care in the case of MOENCO, since there is no classification of customers assigned to specific person, even if reported there is in progress. Personal touch to customers linked with availability of companies' responsible person to customer's enquiry even if linked with resource level with size of the business.

4.3.3. MOENCO dealing with reported problems and queries (Compliant Handling)

Trust between seller and buyer can be lost due to poor handling or dealing with reported problems and queries, which can have consequence for future sales in which case compliant management should be focus area for the business (Bejou & Palmer, 1998).

Table 6 Item Statistics on MOENCO with dealing of a reported problems and queries as expected (Compliant Handling)

Item	Mean	Std. Deviation	N
1) 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.	4.23	.721	189
2) If the researches discover certain dissatisfactions, the responsible department tries to take care of it.	4.05	.936	189
3) In case the issue involves several departments, a meeting is organized to solve the problem as soon as possible.	4.19	.952	189
4) 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.	4.16	.769	189
5) The complaint handling usually focuses on listening to the customers.	3.76	.912	189
6) MOENCO greatly focuses on making customers happy and satisfied, and in their experience, they have handled complaints well so far.	3.78	.995	189
7) There is a specific procedure or policies when it comes to complaint management.	3.98	3.139	189
Grand Mean = 4.02			189

Range Description- Mean Difference by Dhawan (2010) & Davies (2017)

Mean difference 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

Source: From researcher Owen survey data, 2021.

From the table 6 study result, MOENCO's 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.

Major Gaps - 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 that analyzed as a gap, and MOENCO have got 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.

In general, based on the statistics result MOENCO's ability with dealing of a reported problems and queries as expected (Compliant Handling) is always provided even if the gaps shown in the areas of listening customers and with procedures and policies. On other hand, such complaints not managed in structured way through defined policy and procedures, which will limit consistency and comparison with set standards even if the company is working on it.

Many companies now have sophisticated documentation of company activities, for policies and procedures one drive archives will help that to create awareness to employees in order to address

customers' requests. According to Kendeya (2011) documentation of MOENCO supported with different forms including job orders and cards for maintenance service, operation manuals for repair and defects which support the business to reduce costs and to increase productivity. However, as those documentations are not full-fledged for outlined services the policies should reflect all information's with written forms.

Similarly, in a study conducted by Kindye (2011) MOENCO after sale service customers were found to be satisfied with activities of after sales service dealing with reported problems and queries as expected. Nevertheless, no policy on speed or procedure exists with regards to when and how to solve the complaints.

4.3.4. 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).

Table 7 Item Statistics on Devoting extra Effort (Check-ups)

Item	Mean	Std. Deviation	N
1. MOENCO provides check-ups in case a customer seeks specific assistance or large reparation is made.	3.79	.866	189
2. They also aim for a proactive approach to discover potential problems before it occurs.	3.55	.981	189
3. Thus, there are technicians working at the organization who have huge responsibilities.	3.68	.982	189
4. 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.	3.82	.939	189
5. The check-ups are considered as a daily work at MOENCO and there are some technicians, who work alone and are constantly travelling and	3.85	.887	189

meeting customers.			
6. Due to the proactive approach, the check-ups are quite frequent.	3.86	.755	189
7. MOENCO (the motor and engineering company of Ethiopia) employees are always willing to help customers.	3.84	.897	189
8. Employees in MOENCO (the motor and engineering company of Ethiopia) are never too busy to respond to customers' requests	3.78	.905	189
9. The behavior of employees in MOENCO (the motor and engineering company of Ethiopia) instills confidence in customers	3.81	.854	189
10. Customers always feel safe in their transactions with Insurance employees in the counters.	3.81	.912	189
Grand Mean = 3.78			189

Range Description- Mean Difference by Dhawan (2010) & Davies (2017)

Mean difference 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

Source: From researcher Owen survey data, 2021.

From the results displayed on table 7, 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 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 (the motor and engineering company of Ethiopia) 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 (the motor and engineering company of Ethiopia) 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 (the motor and engineering company of Ethiopia) 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.

Major Gaps: 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.

In general, MOENCO (the motor and engineering company of Ethiopia) 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 study finding shows in general, huge machineries are maintained in customer's premises to minimize customer's inconveniences and to be effective to handle the stated service with due care and minimized cost. In order to handle after-sales service in customer premises technicians travelled frequently and meet customers to handle any service as proactive measure.

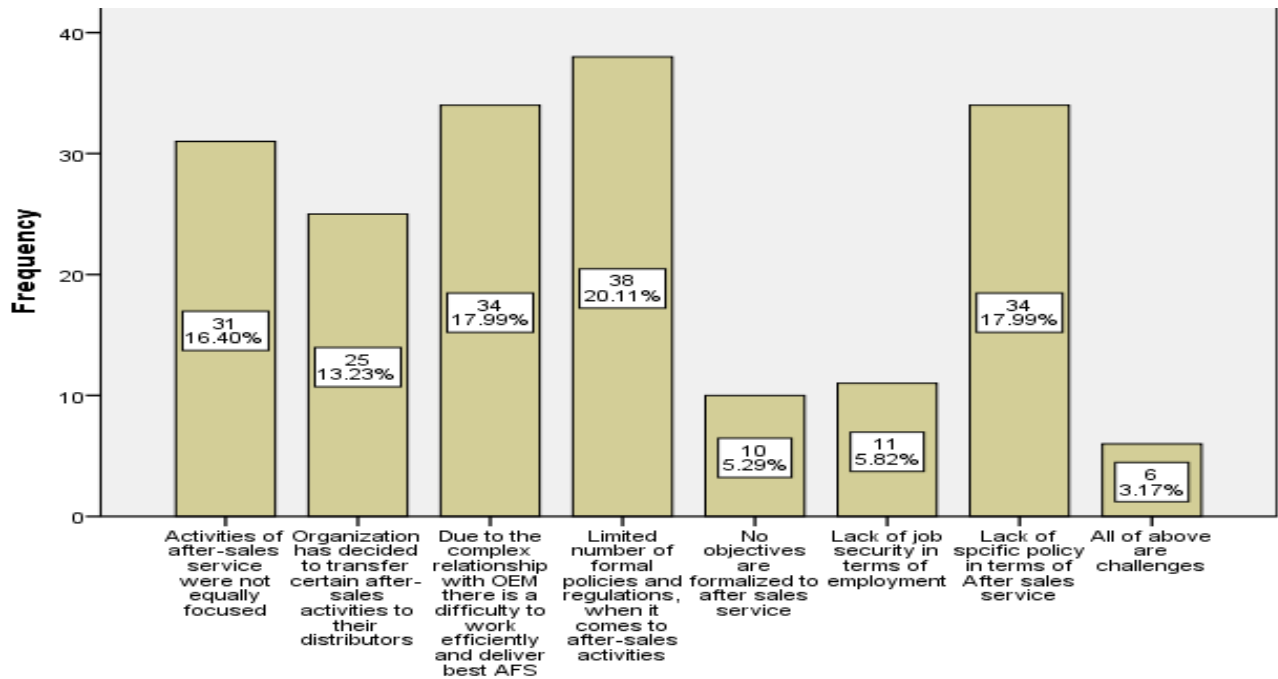
However according to Tegbar (2017) study, relative to the size of the business service stations increased from time to time in order to address customer's request. Warehouses and distribution networks re-checked to devise appropriate inventories to address service needs, in which large to

medium sized business use central warehouses in head office and regional warehouses in regional offices and distributing agent premises in most of cities in Ethiopia.

As explained by Kendeya (2011) the company is managing level of inventory in warehouse and acquaint with ERP (Enterprise resource planning) tool currently Auto line system. With the country like Ethiopia, maintaining good level of spare part inventory is crucial due to the scarcity of foreign currency. Unless the stock level maintained properly vehicles on the road couldn't be the same in number. The argument is applicable for big companies including MOENCO, HOLLAND MOTERS & LIFAN MOTORS in which researched for their after-sales service, as their objective and target is to resolve issues with in limited time frame.

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

Chart 4 The Most Difficult challenges you face to perform after sales service in MOENCO



Source: From researcher Owen survey data, 2021.

The results of chart 5 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.

If companies in manufacturing industry lose focus to their after-sales service, with immediate effect their business will be at risk and their relationship with customers and other stakeholders impacted badly. Following that, customer's reaction to their dissatisfaction could affect new customer acquisition techniques, existing customer's retention methods and even strengthen competitors with medium to small scale. So, businesses should prioritize after-sales service and understand importance to follow the process consistently.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

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 (the motor and engineering company of Ethiopia) 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 not 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, 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, especially in such country with free trade in which competitors will enter the market easily. To end with, this research wants to highlight business who provide vehicle and spare parts and involved in the import and distribution sector, should have to have a possibility to enlarge their after-sales service activities to align with industry culture and customer expectations, which require a push from leadership team of the business.

5.2. Recommendations

In the researched business, after-sales management not properly handled benchmarking Johnson service excellence model, specifically customer care or delivery of promise has not level up to expected business to customer relationship to the extent of providing financial advice Kendeya (2011). The business is still in low to medium level as providing of information and order handling is a start-up level, it requires driving tool to shift to next level to maintain customer's expectation. Tegbar (2017) outlined that the ability of providing integrated system advanced big firms like MOENCO compared to small business in which investment might not be easy. However, the research brought all sized businesses has got issues in system areas, all-fit systems will not work as the level of customers and market segment differs in between those business entities.

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;

- ✚ 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.
- ✚ 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.

- ✚ 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.
- ✚ 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.

However, as the study scope is limited on analysis of after-sales service management, future research should analyze with bigger scope to use the result for majority of automotive industries.

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Appendix
Addis Ababa University
College of Business and Economics
MBA Program

Dear respondent,

Please take a few minutes to complete this questionnaire. Your opinion and view is very helpful for these research. This questionnaire will take approximately thirty (30) minutes and expected to know customers reaction towards companies service delivery and after-sales management. The study is conducted to the “**Assessment of after-sales management in the case of Motor and Engineering Company of Ethiopia (MOENCO)**”. I wants to thank in advance for your reply and your integrity and please do not hesitate to contact through phone number +251913067879, if you face any difficulty while responding to the below listed questions. It’s expected for Academic reason and all the information’s are confidential.

Dawit Desta

MBA Student at Addis Ababa University College of Business and Economics

PART ONE: DEMOGRAPHICS OF RESPONDENTS

1. Department _____
2. Position _____

Please circle or underline for the below questionaries’

1. Gender:

- a) Male
- b) Female

2. Age

- a) Age: 21 – 25 years
- b) 26 – 30 years
- c) 31 – 35 years

- d) 36 – 40 years
- e) 41 – above years

3. Marital Status

- a) Single
- b) Married
- c) Divorced

4. Level of Education:

- a) Diploma
- b) Bachelor degree
- c) Master degree
- d) Others, please specify _____

5. How many years have you spent in MOENCO?

Service in years

- a) 1 – 5 years
- b) 6 – 10 years
- c) 11 – 15 years
- d) 16 – 20
- e) Above 20 years

6. Have you received the training from After Sales Management since you occupied your present post related to the tasks you are expected to perform?

- a. Yes, very much
- b. Yes, but only somewhat
- c. No, not related
- d. No training received

PART TWO: AFTER SALES MANAGEMENT

For the following Likert scale questions: -

Each of the following items in this section refers the effect of each modes of AFTER SALES MANAGEMENT practice in MOENCO and carried out in each particular period since after merging of the corporation. For each statement, there are 5 alternative responses. Please tick according to the code provided below for the indicators below: (Source: Hendrick & Signal, 2005; Borade & Sweeney, 2015)

5. It's always provided
4. It's just approximately provided
3. Have nothing everlasting
2. It is provided occasionally
1. Never provide such a service

2.1 Assumption of delivering the promise (Customer care)					
1) MOENCO provides technical and commercial information through their website where customers can visit to find information.	1	2	3	4	5
2) 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.	1	2	3	4	5
3) Moreover, this kind of information can be found online together with spare parts, which they then can order.	1	2	3	4	5
4) To access the Vehicle or spare parts online it is required that the customers have an online account of the company.	1	2	3	4	5
5) MOENCO also has its own magazine where they try to spread information to customers.	1	2	3	4	5

6) Even though MOENCO provides telephone, e-mail and fax as contact methods, the most common method for the customer to get in contact with the company is via telephone.	1	2	3	4	5
7) There is also the availability for the customers to come directly into the office for any kind matter it concerns or even send text messages to order spare parts.	1	2	3	4	5
2.2 Providing a personal touch to the service					
1) 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.	1	2	3	4	5
2) 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	1	2	3	4	5
3) Additionally, the spare parts manager highly aims for being available to customers and thus, is ready to receive phone calls anytime.	1	2	3	4	5
4) The average speed of reply is very short when calling; there are people answering phone calls in many departments.	1	2	3	4	5
5) 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.	1	2	3	4	5
6) There is not assigned contact persons for specific customers. However, employees have different responsibilities and most	1	2	3	4	5

customers have certain workers they like to call and contact them directly.					
2.3 With dealing of a reported problems and queries as expected					
1) 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.	1	2	3	4	5
2) If the researches discover certain dissatisfactions, the responsible department tries to take care of it.	1	2	3	4	5
3) In case the issue involves several departments, a meeting is organized to solve the problem as soon as possible.	1	2	3	4	5
4) 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.	1	2	3	4	5
5) The complaint handling usually focuses on listening to the customers.	1	2	3	4	5
6) MOENCO greatly focuses on making customers happy and satisfied, and in their experience, they have handled complaints well so far.	1	2	3	4	5
7) There is a specific procedure or policies when it comes to complaint management.	1	2	3	4	5
2.4 Devoting extra Effort (Check-ups)					
1) MOENCO provides check-ups in case a customer seeks specific assistance or large reparation is made.	1	2	3	4	5

2) They also aim for a proactive approach to discover potential problems before it occurs.	1	2	3	4	5
3) Thus, there are technicians working at the organization who have huge responsibilities.	1	2	3	4	5
4) 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.	1	2	3	4	5
5) 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.	1	2	3	4	5
6) Due to the proactive approach, the check-ups are quite frequent.	1	2	3	4	5
7) MOENCO (the motor and engineering company of Ethiopia) employees are always willing to help customers.	1	2	3	4	5
8) Employees in MOENCO (the motor and engineering company of Ethiopia) are never too busy to respond to customers' requests	1	2	3	4	5
9) The behavior of employees in MOENCO (the motor and engineering company of Ethiopia) instills confidence in customers	1	2	3	4	5
10) Customers always feel safe in their transactions with Insurance employees in the counters.	1	2	3	4	5

2.5 The main challenge that facing MOENCOS' to handle after-sales service management in Ethiopia

- a. Activities of after-sales service were not equally focused,

- b. Organization has decided to transfer certain after-sales activities to their distributors,
- c. Due to the complex relationship with original manufacturers of Toyota there is a difficulty to work efficiently and deliver best after sales service
- d. After sales activities supported by limited number of formal policies and regulations.
- e. No objectives are formalized to after sales service
- f. Lack of job security in terms of employment
- g. Lack of specific policy in terms of after sales service, not aware with the factors of after sales and impact towards satisfaction of customers.

*Please specify any additional suggestions for the overall satisfactions from MOENCO After sales service provisions?

Thank you for your help in answering these questions!!