

## “ DESIGN AND IMPLEMENTATION OF “SERVICE IDENTITY” AT DEALERSHIP NETWORK - A CASE STUDY”

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### 1. INTRODUCTION

The competitive market scenario today has created a change in the consumer profile. Organizations more often face with a customer who is younger, more aware, has access to wider choice and with higher aspirations and expectations. Fast food to internet telephony, all have contributed towards creating a changing business environment that is *customer driven*. A fervent need for change demands the organizations to convert *customer service* as a key competitive strategy. In after sales service, *presentation* is validated as very critical to customer satisfaction process. The tone of the customer demands service reliability and performance assurance.

The focal point of the paper is the after sales service environment of a conventional automobile service outlet of an authorized dealership. It concentrates on the concept of the service identity in the context of an automobile company and its dealership network (What is service identity?) and the effective action program for implementing the concept at their establishments. (How can it be implemented?). The paper describes the modus operandi which can be adopted by practicing managers for implementing the project of similar nature.

### 2. AUTOMOBILE INDUSTRY IN INDIA

The automobile industry in India has witnessed a tremendous growth in recent years and is all set to carry on the momentum in the foreseeable future. Today, automobile sector in India is one of the key sectors of the economy in terms of the employment. Directly and indirectly it employs more than 10 million people and if we add the number of people employed in the auto component and auto ancillary industry then the number goes even higher. The automobile sector in India underwent a

metamorphosis as a result of the liberalization policies initiated in the 1991. Measures such as relaxation of the foreign exchange and equity regulations, reduction of tariffs on imports, and refining the banking policies played a vital role in turning around the Indian automobile industry. Until the mid 1990s, the Indian auto sector consisted of just a handful of local companies. However, after the sector opened to foreign direct investment in 1996, global majors moved in India. The industry is manufacturing over 11 million 2 and 4-wheeled vehicles and exporting about 1.5 million every year. It is the world's second largest manufacturer of motorcycles, with annual sales exceeding 8.5 million in 2009. India's passenger car and commercial vehicle manufacturing industry is the seventh largest in the world, with an annual production of more than 2.6 million units in 2009. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea and Thailand. Fueled by government stimulus packages, better demand and lower loan interest rates, the country's automobile industry has reported a whopping 26.41 per cent growth in sales in the year 2009-10 making FY10 one of the best years for the sector. In the domestic market, the sales were driven by car and the two-wheelers. While the cars segment posted a 25.10 percent growth in 2009- 2010, the two wheelers witnessed a 26 percent surge. The SIAM (Society of Indian Automobile Manufacturers) had forecasted 10-14 per cent growth for 2010-11. Indian automobile industry has matured in last few years and offers differentiated products for different segments of the society. It is currently making inroads into the rural middle class market after its inroads into the urban markets and rural rich. In the recent years Indian automobile sector has witnessed a slew of investments. India is on every major global automobile player's radar. Indian automobile industry is also fast becoming an outsourcing hub for automobile companies worldwide, as indicated by the zooming automobile exports from the country.

### 3. AUTOMOBILE SERVICING IN INDIA

After sales service operations have been very crucial in the automobile business. Customers tend to be very sensitive about maintenance of their vehicles. If they are anyway dissatisfied with the charges or quality of the service an authorized dealer provides, they will take their maintenance problem to roadside garage owner. Customers have general perception that the service charges levied by

an authorized dealership are higher compared to the next door garage owner. At the same time, they are also aware that the authorized dealers' service shop has highly skilled people and wide variety of sophisticated equipment for maintenance and repair of vehicles. The automobile organizations and dealers confront the dilemma of improving the workshop traffic and retaining the customers after the completion of mandatory free services for which customers generally visit the authorized outlet. According to the experts in the car industry, authorized car service outlets account for 40 percent of after sales and service business with the unorganized sector making up for the rest. Therefore the automobile organizations and their respective dealers have been consistently undertaking measures to seek the patronage of their customers. Service promotion schemes like free service campaigns, discounts on spare parts, free emission checkup, pick up and drop facility etc are in vogue at dealers' outlets. In fact, Toyota Kirloskar has tried to address the problem by introducing "Express Service" concept in car servicing for customers. On the other side, with the advent of vehicles with newer technology and sophisticated features, the majority customers tend to realize the necessity to follow the instructions given in the manual & intend to get the vehicles serviced through authorized dealer network. The persistence efforts undertaken by the authorized dealers to prompt the customers to visit their workshops can result in improvement in the customer traffic to authorized workshops. This trend may necessitate authorized dealers to update their facilities to provide top notch service and aim better planning and control at their dealerships. However, a new challenge in the form of multi brand service centers in organized sector is emerging of late. Keen to leverage the increasing opportunities in vehicle service, several new players have entered the car servicing business including Mahindra First Choice Services, a Mumbai based player backed by Mahindra and Mahindra which has pan India expansion plans and Carnation Auto, started by the former Maruti Suzuki managing director, Jagdish Khattar. Multi brand servicing is now an emerging opportunity in the country with just a couple of players in this sector but given the potential there to be tapped, the future may see several more players enter the field. S Muralidharan, vice-president (automotive aftermarket), Bosch Ltd, says, "With technology in the automotive sector changing fast, there is a need for organized vehicle service." Indeed, the value of the vehicle servicing industry is huge. Currently estimated at Rs

20,000 crore, this could rise to as much as Rs 27,000 crore by 2015, representing a CAGR of 10-12 percent over the next decade. The result of this turbo-charged growth will clearly be demand for better and reliable services.

#### 4. SERVICE IDENTITY IN THE CONTEXT OF THE AUTOMOBILE ENVIRONMENT

The term “Service identity” is synonymous with “Service standardization” in the automobile industry. It is a subset of overall dealership identity which broadly comprises of 3 S viz sales, service and spares parts, three fundamental facet of an automobile outlet.

The activity of providing vehicle maintenance and care happens in an environment with the expert skill and training of dealership personnel. Service identity is the physical expression of this interaction in architectural, graphic and engineering context. A good service identity has to maintain a balance between location, service, productivity and cost effectively so as to make a good business proposition.

The service identity can be defined as a set of concepts, standards, service codes, systems and procedures established by an organization to extend the after sales service to its existing and potential customers in order to maximize the customer satisfaction. It involves development and implementation of a systematic approach to identify the problems of the customers, designing of various elements, establishing the systems and procedures to provide the after sales service in a uniform manner to facilitate efficient and effective workshop management.

The objectives of service identity are two fold : **Brand image** and **Problem solving**

- 1) Create the atmosphere, the ambiance for the customer which complements the service offers, instinctively tells customers, they are in the right place.
- 2) Focus on practical problem solving issues of better planning, better space productivity, and innovative presentation methods, better merchandising facilities, better customer flow.

When the image and problem solving attributes combine well with workshop and service management, the results can be successful both in financial and human terms (experience).It

is important to create a bright and unified image in the eyes of the consumers. It is becoming increasingly difficult for dealers to create product differentiation and therefore it is pertinent to create competitive edge by providing service backup that creates good value for the customer. A more responsive and value adding after sales service also offers a great opportunity for dealerships to establish a long term quality relationship with customers and create overall differentiation. The practice of auto companies propagating the workshop standards for their authorized dealers came in to vogue after the multinationals set up their shops in India. The workshop manuals detailing the variety of standards in terms of layout, parking, wok flow, washing area, accident repairs, color scheme, signage etc were prescribed to the network members for designing their workshops. However each organization had its own set of priorities to deal with respect to their potential customers.

#### 5. REVIEW OF LITERATURE

The concept of service identity came in vogue in India during mid 90s, when petroleum companies embarked on the make over of the complexion of their petrol pumps & metamorphosing them into new trendy entities. The old structures were demolished and totally new structures were installed to suit international standards. The employees working at the stations were given crash courses to extend effective service to their customers. The changing faces of the petrol pumps were reflection of the changing priorities of the oil companies to bring in global best practices in consumer market. Simultaneously the automobile organizations like Maruti Suzuki, DCM Daewoo Motors, Hyudai Motors, Tata Motors, Ford Motors, and Honda Motors have all promoted the modernization and standardization of their service outlets to bring in the major changes in customer handling process at their dealerships.

1. DCM Daewoo Motors Ltd (2005) emphasized on service standards to its dealers through its manual detailing the guidelines on service facilities to maintain a high standard of service level and customer satisfaction. The standards broadly included the basic concept of layout, scale of dealership workshop, arrangement of workshop, arrangement of service front, parts and warehouse etc.
2. In June 1998, the then Managing Director of Hyudia

Motors, Yang Soo Kim while releasing its standards opined that the implementation of dealership identification standards can result in complete customer satisfaction and improved internal management.

3. In Oct 1994, TVS Suzuki , one of the leading two wheeler company ( now TVS Motors ) discussed about the creation of “Quality Dealerships” by implementing corporate identity program at their dealerships. TVS Suzuki suggested workshop layout principles in its manual to promote efficient after sales service by its dealers.
4. Toyota Kirloskar in India has been promoting the concept of Express Maintenance Service (EMS) at various dealerships. The service provides a one hour periodic maintenance service for all models .It supposes to reduce the servicing time of a vehicle to *one* hour by eliminating the stagnation time between processes. The service requires 3 people at the maintenance bay and requires specific tools and equipment that are imported from Japan. EMS is based on the Toyota production system and Kaizen methodologies and aimed at increasing customer satisfaction and retention. EMS is a part of the TSM (Toyota Customer Service Marketing) advanced program that was introduced by Toyota globally. TSM advanced program removes the waste from the system by redesigning the layout of the maintenance bays to ensure that no time is wasted in searching the equipments etc. It supposes to strengthen the foundation of dealer after sales service operations, achieving excellent levels of customer care. The idea of EMS is beneficial to the busy customers and also for the customers who are skeptical about visiting authorized service stations.
5. Michael Cusumano, Steve Kahl and Fernaando Suarez in their research paper “A theory of services in product industries”, have explained about the conditions under which services are important to product firms. In many product oriented industries, services have become increasingly important. In case of automobiles, many automakers generate the vast majority of their profits from a service activity closely tied to their product activity. The automobile industry overall generates a large portion of its profits not only from financing but from other product-related service activities such as insurance and repairs (Gadiesh & Gilbert, 1998).The authors argued that despite the seeming importance of services, there is not much theory to help researchers or practitioners explain the conditions under which services matter in product industries. The general view that emerges from the services literature is that services tend to become important for manufacturing firms once their industries reach a mature stage (Oliva & Kallenberg, 2003; Potts, 1988).
6. The paper “factors affecting customer satisfaction in after sales service of Malaysian electronic business market”, the authors have referred “delivery, installation and warranty as three significant factors which are of utmost importance to build a long lasting profitable relationship with the existing customers. The concept of warranty plays equally important role in the context of automobile industry though majority of customers nowadays believe it to be part of the extended product features.
7. The Toyota motor corporation, Japan gives best Toyota dealer award in the world annually for excellence in customer care and service. There are over 1000 odd Toyota dealers in the world who are judged on customer reception, imparting product knowledge to the customer, transparency in dealings, environment policies, and safety standards and so on. The award winner dealer of 2003, DSK Toyota provides excellent service experience to its customers. For customers' chauffeurs, the dealership has a separate rest room with cots and a television to relax while cars are being serviced. It offers subsidized food & toiletries to its customers and their drivers. For children, there is a special entertainment area with toy cars in the facility. To be eco friendly, the dealership follows some interesting policies like placing a potted plant in each bay, extracting all fumes from the cars in to exhaust pipes going underground and forced ventilation in the workshop so that technicians always get fresh cold air to breath.

8. Mr. Ramakrishnan (2003) has indicated that the vehicle servicing business in India is undergoing a transformation. In early days, the servicing needs of the vehicles were undertaken mostly by roadside mechanics and a few organized workshops. Maruti Udyog limited set up a huge chain of authorized service stations covering the entire country to service its vehicles. However, as the competition in the new car market intensified and profit margins squeezed MUL viewed servicing as a money spinner for the entire operation. In the recent years, other players have entered in the field and the creation of national chain of organized workshops is underway and that is likely to change the nature of vehicle servicing market in India.

#### 6. BAJAJ AUTO - KEY PLAYER IN TWO WHEELER INDUSTRY

Bajaj auto is 2<sup>nd</sup> largest player in two wheeler sector. It manufactures wide range of two wheelers & three wheelers. The company has about 500 dealers spread across the country and covers all major cities and towns. The organization has been experiencing major changes in the market place since mid 90s and was required to take measures in different areas like product development, network expansion, sales promotion, channel management, customer relationship management to maintain its influence and share of market. While it could not maintain its position of market leadership, nevertheless over a period of time with consistent new product introductions, sales promotion, implementation of showroom identity program at its network, dealer training program it emerged as robust player withstanding the market pressures and onslaught of competitive forces in the two wheeler industry. In the beginning of the new century the company was under massive pressure to overhaul its service strategy and incorporate radical changes in its after sales service approach and methodology in extending the after sales service through its network. The prevailing service standards and practices were insufficient and did not reap the required benefits. A necessity was felt to adopt a grass root approach and establish totally new set of service standards to meet the changing environment and customer expectations. Showroom standardization was already in place.

#### 7. ANALYSIS OF THE SITUATION

The management of Bajaj Auto formed a task force to work on service standards relevant to the environment of its dealership network. The task force comprised the managers from across section of the organization like marketing services, sales support, regional & national service team. The attempt was to follow a grass root approach to get insights into the day today problems faced by the potential customers, dealers and the company in extending efficient after sales service system. The first phase of the project was to undertake an internal analysis to ascertain the concerns of key stakeholders viz customers, dealers and company from the impending standards for the service identity of the company. The outcome of a brainstorming session among the key managers from marketing services, sales support, and service department of the organization revealed that the team ought to focus on studying the expectations of customers, dealers and company and use the relevant perspectives in the formation of generic design. The team believed that the standards and design should be seen as *problem solving process* and not as exercise recommending fancy elements resulting pomp and show alone. The perspectives visualized from different angles are summarized as follows.

#### PERSPECTIVES FROM CUSTOMERS POINT OF VIEW

1. The service centre should be conveniently located and easily accessible.
2. The charges levied towards the maintenance and spare parts should be fair and just.
3. The service extended should be reliable and no repeat complaints to be experienced.
4. The delivery should be as per the promised schedule.
5. The staff should be courteous, helpful and adopt problem solving approach.
6. The staff should have good diagnostic and technical skills.

The customer focus model can be represented in diagram 1 as follows :

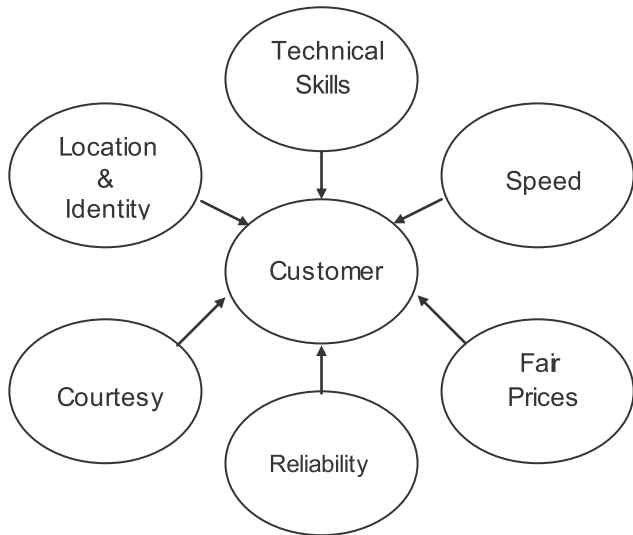


Diagram 1

**PERSPECTIVES FROM DEALERS' POINT OF VIEW**

1. The space should be utilized optimally.
2. The standards and the processes should result in high productivity.
3. The generic design and codes once implemented should result in to better workshop management.
4. The implementation of standards should result in increased workshop traffic & revenue.

The problem solver approach for the dealer can be viewed in diagram 2 as follows :

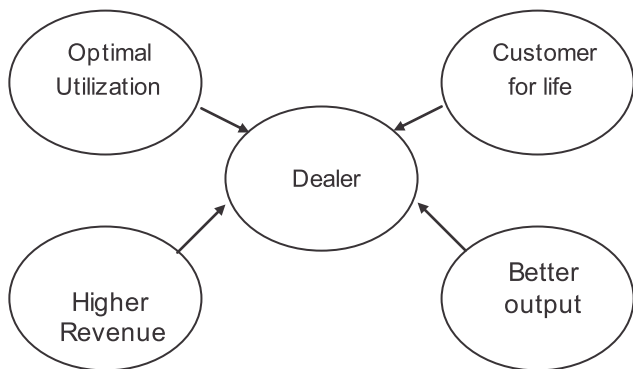


Diagram 2

**PERSPECTIVES FROM THE COMPANY'S POINT OF VIEW**

1. The service centers should transmit good company and dealer image.
2. The standards once implemented should result in

minimizing the customer complaints.

3. It should effect in dealership deploying trained manpower and good workshop system.
4. The service standards should convey common understanding to potential customers.

In the next phase, the team visited select Bajaj Auto and competitors' dealerships in key cities in India like Mumbai, Pune, Bangalore, Chennai, Coimbatore, Erode, Salem and Delhi to assess the prevailing practices in extending after sales service by different players. Select customers were interviewed to get the insight into the problems faced by them at Bajaj Auto dealerships. The broad problem areas identified by the team were as follows :

1. Lack of distinct visual identity.
2. Display of multiple signages hanging around the premises creating clutter and chaos.
3. Diluted customer experience within service station.
4. Communication with customer lacked clarity and reassurance.
5. No defined areas of parking space for customers and staff.
6. Service infrastructure was not state of the art.
7. No clear physical distinction of work flow through the service process.
8. Vehicle care norms continuously flouted during service.
9. Insufficient lighting and ventilation
10. Unclean environment.
11. Out of touch with the customers.

The field survey also revealed the actions being taken by organizations like Toyota, Honda and others with respect to the augmentation of the after sales service at their outlets. The subject organizations had initiated huge efforts at their outlets in converting them into truly world class by incorporating very high standards of service norms .The task force recommended roping in a design agency to work on the



project. A reputed design agency from Pune was signed up for working on the generic design and implementation for the project. The members of the design agency traveled to different regions and studied the service operations of Bajaj auto dealers. At this stage the organization of the project from conceptualization to finish was also conceived as shown in the diagram 3.

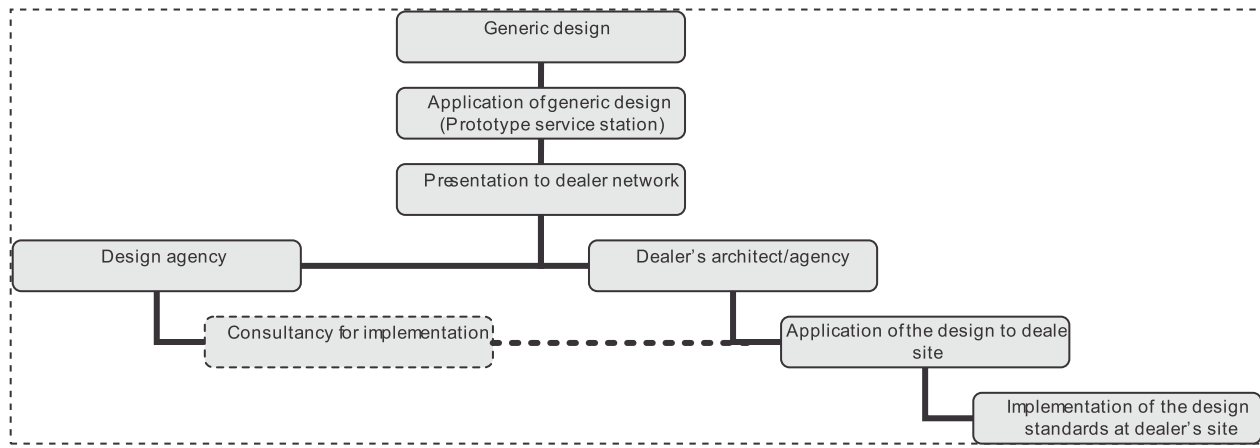


Diagram 3

## 8. CONTEXTUAL ANALYSIS WITH AGENCY & DESIGN BRIEF

The discussions with the agency reflected the thought process that the generic design for the service section of Bajaj Auto dealers must draw inspiration from the following:

1. Awareness (What is bajaj service)
2. Involvement (What is the activity)
3. Culture (how is the activity carried out).
4. Aim (what is the objective)

The generic design for the service of Bajaj Auto should have direct relation to the expectations of the target customers in terms of :

1. Access/approachability
2. Confidence / trustworthiness
3. Efficiency of the system
4. Staff behavior
5. Visual presentation

Apart from happy customers and smooth business flow an appropriate design would prove beneficial in the following areas.

1. Efficiency of the staff and system
2. Strong visual identity with high recall.

The agency was briefed on various aspects like product classifications of the company, products that are likely to be reported for service, free service schedule for different products, average vehicle reporting per day, expected time required for repairing a vehicle. The generic design was expected to follow the *problem solving approach*. The customer and dealer feedback was converted into design concerns as follows. Some of the design concerns are explained as illustrations.

### ENTRANCE

The customer should be able to identify the location of the service station without any hassles. So there was need for easy cognition through good graphics for easy identification of service station which will also promote Bajaj service identity brand effectively.

### PARKING

There was need to earmark separate parking areas for customers and working staff. Hence design has to consider the aspect of defining areas of parking of vehicles to avoid inconvenience to a customer. Graphic signages with distinct identity can facilitate movement of people and vehicles.

### **CUSTOMER LOUNGE**

Customer lounge is most important area and preferred to be an informative place for a customer with essential facilities like drinking water, TV & Music. It should reflect warm and welcoming ambience through judicious use of various elements like furniture, lighting, color scheme, graphics etc.

### **RECEPTION**

Well designed reception area for enhancing the efficiency of staff and a better service experience for a customer. A well thought out layout for efficient and smooth function of various sections (service advisor, cash sections) is desired.

### **MAIN WORKSHOP**

Activities of various kinds, man and material movements take place in this area. Various areas according to their functions/ attributers ( types of vehicles to be serviced), the kind and extent of repairs , the spare parts areas , work stations, various equipments, support system for repairs, washing and drying areas , painting and tinkering areas need to be assigned adequate and well defined spaces in a well thought out and logical layout.

The list also included provisions for training/conference space, space for mechanics, workshop furniture system, graphics, exterior signs and interior signs.

### **9. GENERIC DESIGN DEVELOPMENT**

The generic design development comprised of different phases. The first phase expounded the concepts related to the generic service model, generic layout, concept customer interaction area, service work bays, quasi workshop, sample layout, flooring, color schemes, materials and finishes, lighting, customer utilities, graphics, signage system etc. The first presentations to the management lead to a distinct style and direction for deciding the design that would be further developed. In the second phase, the feedback obtained during first presentation was incorporated for all aspects of image, aesthetics, systems, design, production and implementation. The third stage involved precise detailing of all the generic elements and creation of production drawings, specified materials, processes, technologies and artwork. The outcome of this phase was in the form of architectural specifications and codes, layout drawings, decisions on service utilities. Detailed production

drawings of furniture and all other elements such as display, windows, and kiosks are prepared in this stage. Artworks for visual elements such as fascia, signage and displays are also prepared in this phase. Identification of vendors and cost estimation of each element are done at the end of this stage. Thus the design agency worked in tandem with the task force members of the organization and established standards for the various areas of operations in a workshop. The formation of standards passed through the series of presentations to the top management and the task force on various alternatives layout, materials, and color schemes to be used for the different elements as mentioned above. The process of development of the generic design extended over one year in view the plethora of issues it addressed.

### **10. PROTOTYPING & APPLICATION OF GENERIC DESIGN**

Prior to the launch of the generic design, it was crucial to check its applicability and impact. Unless a prototyping exercise is undertaken, the expected outcome of the project may not prove as effective. Therefore it was essential to adapt the generic design to a specific site and implement it in its entirety. Two dealers, one in Delhi and another in Cochin showed enthusiasm for implementation of the intended standards for their workshops as per the new design evolved. The site available at Delhi was taken up first for developing it as a prototype workshop. However the actual inspection & evaluation of the site at Delhi caused certain problems in terms of space available compared to the requirement of the generic design. The space limitation was an impediment in incorporating the various elements of the generic design and customizing it to suit the specific site. Nevertheless, the challenges posed turn out to be an opportunity for everyone involved in the project. It was a useful exercise in customizing the generic design to suit a site reflecting severe constraints of space. Furthermore the workshops located in different parts of the country with different sizes and dimensions were not expected to fulfill the space required by the generic design either. Considering the real estate cost in various metros and mini metros and reluctance of the dealers for investment in project of such nature, the design had to be adaptable to address such issues without compromising the essence of the design. Therefore after working and reworking on the layout for almost one month all the parties involved in the project that are the design agency, the dealer and the company staff agreed to work on a particular layout. Bills of



materials for service standardization was prepared reflecting the details of interior work, electrical works, furniture elements, display elements, service equipments etc . Contractors were signed up to expedite the work at the specific site in Delhi. With continuous monitoring and supervision, it took *four* months to complete the prototype workshop. Thus 1<sup>st</sup> new generation workshop of Bajaj Auto dealership was ready for inauguration.

#### 11. PRESENTATION AND LAUNCH

Through integrated efforts, the organization designed the new *Bajaj auto service standards* in order to provide the service network with distinct visual identity, enhanced customer experience, state of art high tech equipment spread over highly functional layouts. The workshop at Delhi was inaugurated in the presence of the senior executives and key dealers. The prototype workshop was shown to the key dealers in the country and feedback obtained.

#### 12. STANDARDIZATION MANUAL

This was most important phase from the communication point of view. The new *service experience* was condensed into a manual to provide Bajaj dealership around the country with necessary elements which would enable them to present *service reliability* and *performance assurance* process effectively and consistently to the customers. The manual documented all the relevant drawings and details of construction, assembly and installation of all elements and other codes that go into an outlet. The manual also documented first outlet as a case study. The manual explains the a) objectives of service standardization b) design of service set up's c) elements of service set up's d) implementation guidelines.

#### GENERIC SERVICE CONCEPT

The service workshop areas are conceptually divided into the zones shown in the diagram 4 .These zones indicate concentrated activity zones. Apart from the above, there are intangible issues surrounding and affecting a service dealership like for example, Image and Identity. These are part of dealership and co exists within and in an area much larger surrounding a dealership. The layering in the generic design conceptually prioritizes the zones from the point of

|                           |                   |             |
|---------------------------|-------------------|-------------|
| Service Staff Amenities   |                   |             |
| Quasi Workshop Areas      |                   |             |
| Service Work Bays         |                   |             |
| Customer Interaction Area | Quick Repair Cell | Spares Shop |
| Entrance                  | Parking           |             |

Diagram 4

view of the customer and workshop productivity on a given space layout.

The following list gives details of some of elements as illustrations of standards for service station.

#### CUSTOMER INTERACTION AREA

Customer interaction area is the 'Service Interface' to the customers. It is provided in the front so that it is visible from the main entry. Enquiry and billing counter is located near the entrance of customer interaction area. Customer waiting is provided if the customer wish to wait for his turn. Facilities like TV, magazine rack, drinking water, toilets are provided for customer convenience. Service managers' cabin is located within customer interaction area and is accessible to the customers. Service manger has the access to the workshop through the cabin.

#### SERVICE WORK BAY AREA

The service work bay areas to be located behind the customer interaction area. The generic design recommended that the work bay area should be visible through customer interaction area. This works psychologically as customers are able to witness the methodical approach in functioning inside the workshop.

#### VEHICLE FLOW

The flow of the vehicles should pass certain sequence like entry, parking, inspection, washing, drying, work bay, final

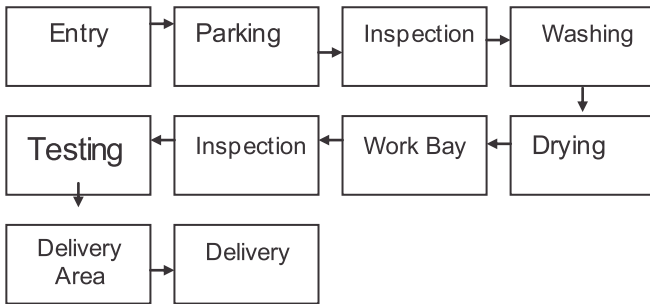


Diagram 5

inspection, testing, parking for delivery area and delivery. Refer diagram 5.

### QUASI WORKSHOP AREA

The areas, which are difficult to maintain in immaculate condition, noise producing and involves dispensing /disposal of water/oil/grease etc like washing, lubrication, painting, denting should be located away from direct view of the customers.

### SERVICE STAFF AREA

This area should be at the back side of the workshop. This includes staff parking, locker rooms, toilets, lunch room, meeting room, training room etc.

### LOCATION CODES

Since good service set up becomes an image point, it should be located on the main road or off main road by not more than 100 meters.

### ARCHITECTURAL CODES

This includes various architectural codes related to the building construction, expected set back in front of the building, compound wall , toilets , wash areas, pipes, electric supply, drain arrangement, generator and compressor rooms, landscaping ,plantation etc.

### FLOORING

Within the workshop space there are a number of varied functional activities taking place which deserve specific kind of flooring to derive the maximum benefit for the ensuing service activity. For example customer interaction area is high traffic & high aesthetic area. Therefore the subject area has to be provided the flooring with high aesthetic appeal

which is equally tough and scratch resistant.

### SIGNAGE ELEMENTS

A good signage system helps customers to find and be informed about various activities and facilities. The design recommended attractive signage, for fascia, spares fascia, entrance signage, spot signage and door signages.

### QUICK REPAIRS CELL

For minor repairs, separate area was earmarked so that the customers do not have to wait for longer hours in the workshop.

### FASCIA

Fascia is most significant element and first impression of the service center. It serves the purpose of identification. A customer forms the impression about the dealership through the fascia and therefore the execution of the fascia requires utmost care and attention.

The above list is a representative list and not exhaustive list of elements prescribed by the generic design as standards of service dealership.

### 13. GENERIC DESIGN APPLICATION IN PHASED MANNER

The introduction of a new concept or activity despite of it being well thought out takes time for it to be fully accepted. It even takes longer to establish it as a credible, sincere and progressive activity. Fortunately the dealer network had already established the showroom standards and majority of them experienced its positive impact. The manual prescribing the standards were presented to the members of the network. The regional teams of the company chalked out the plans for their respective regions for implementation of the generic design in a phased manner. The dealerships with high service turnover in metros and mini metros were prioritized for implementation of the standards. The vendors for the critical elements were developed by the task force team in consultation with experts in the field to facilitate smooth implementation and achieve uniformity across the country. The dealers all over the country undertook the work in a phased manner. Over years, Bajaj Auto emerged as robust player in two wheeler industry. An analysis revealed that apart from range of new products introduced by the company, its initiative in standardizing its

showrooms and workshops created a positive visual identity in the market place. It helped the company create immense impact on the potential customers thereby maintaining its thump in the market place.

#### 14. SCOPE FOR FURTHER RESEARCH

The vehicle service market is highly unorganized. The participants in the vehicle servicing market are authorized dealer's workshops, authorized service centers of vehicle manufacturers, road side mechanics and some organized service centers. Most of the vehicle manufacturers have been gearing up for enhancing the after sales service by programs like service standardization to attract and retain the customers. The establishment of chain of service centers have posed problem for authorized dealers since the organized service stations can provide service for multi brands. Therefore there is scope of further research on the methodology being followed by these service centers to extend service for multi brands under one roof. The concept, standards and system and procedures adopted by them can give new insights in the subject.

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