THE COMPARATIVE ANALYSIS OF THE SERVICES OFFERED BY THE MANUFACTURERS DEALERS AFTER THE SALE OF MOTOR VEHICLES

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ABSTRACT: The objective of the study done regarding the services offered by the motor vehicle manufacturer dealers is that of presenting a practical guide which will help the customers who want to take a decision regarding the purchase of a motor vehicle with the necessary support.

The strategy of the motor vehicle sale and service rendering organizations needs to insure the satisfaction of the customers, taking into account, of course, the product or the service rendered. Understanding the cultural differences, the differences between social classes is essential for obtaining success on any market because a wrong approach can generate the rise of a negative impact on the image of the product, producer and last but not least, of the organization.

The scientific research was done in the July – August 2011 period and it presents a comparative analysis of the services offered by the dealers of the Mercedes-Benz, Audi, Volkswagen and BMW manufacturers. Without having analyzed the specific technical characteristics which insure the differentiation of these motor vehicles on the market, the study is focused on analyzing the services offered to the customers by these motor vehicle manufacturers and on the quality of these services.

The support services make the difference even at the motor vehicle repair service rendering organizations level. For example, one of the differentiation elements is the level of the territorial coverage that the motor vehicle manufacturers insure, the recommended representation level being in this case the existence of at least one dealer shop brand at the level of each county. At the date of the study, the Mercedes-Benz manufacturer has authorized service partners in 22 cities, the Audi manufacturer in 19 cities, the Volkswagen manufacturer in 27 cities and the BMW manufacturer is represented in 12 cities.

The intervention of the road assistance teams at the place where the damage occurred 24/7, taking and transporting the motor vehicle on a platform to the service, insuring the mobility of the customers in case of a flat tire, the possibility of acquiring the extended warranty, are only some of the services offered by the manufacturers’ dealers after the sale of the motor vehicle and they constitute the essential competitive advantages that the dealers have on the direct competitors which are the independent services.

Key words: after-sales services, mobility, support services, quality, customer satisfaction, road assistance

1. INTRODUCTION

In order for the organizations to insure their leader position on their market segment first it is necessary to generate and maintain the satisfaction of the customers regarding the quality level related to the products and services offered to the customers. The purchase of a motor vehicle implies the price paid for the motor vehicle and important expenses destined for its maintenance.

The organizations need to assist customers every time they identify the intent to purchase a motor vehicle, insuring for them the necessary support for a complete and correct evaluation of the costs, prior to them taking the decision to buy. According to studies done, the cost of a motor vehicle represents only 45% of the total expenses generated by the possession of the motor vehicle over a 5 year period. To this extent, the role the sales consultant has in the moment in which he/she identifies the customers’ intent is extremely important.

Although it is believed that most customers are attracted through publicity, based on the studies done it was shown that only 25% of the customers purchase goods or services based on a written advertisement, an advertisement heard on the radio or TV. Comparatively, 75% out of the customers intend to buy based on the recommendations offered by acquaintances (relatives, friends) thus cherishing the feedback of these people, based on their previous experiences.

Starting from the data presented so far, one can easily observe that the recommendations made by customers with whom we interact represent a very important critical success factor for the organization.

Very rarely customers, in the moment of purchasing a motor vehicle, request data regarding after-sales costs related to the maintenance of the motor vehicles. It is very important that these costs are known before purchasing a vehicle because otherwise the level of customer satisfaction will be low, in many cases the costs becoming a real burden for the customer.

2. THEORETICAL CONSIDERATIONS

The evolution of the car industry, especially in the segment of motor vehicle manufacturers, has known a downward trend as a result of the permanent modification of the market conditions. As a result of the financial situation generated by the aggravation of the economical crisis, the performance level related to the vehicle sales activity has had a
downward trend. In this context, the customers have turned toward the segment of new low-cost motor vehicles and toward the market segment related to second-hand motor vehicles.

All decisions have to be based on gathering and analyzing current information from the market, information that need to be permanently analyzed in the context of market evolution forecasts. Starting from the analysis of the current situation, preventive measures can be adopted in order to develop the support services offered to the customers.

Analyzing the data presented in Table 1, one can see that the weight of the actual purchase cost of the motor vehicle in the total of the costs estimated for a period of 5 years, with a total mileage of 100,000 km is of only 54%.

Table 1. Motor vehicle ownership costs structure

<table>
<thead>
<tr>
<th>The structure of the costs related to the purchase and ownership of the motor vehicle</th>
<th>Annual cost (RON with VAT included)</th>
<th>5 years total cost (EUR with VAT included)</th>
<th>Cost weight total cost of motor vehicle ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Purchase cost</td>
<td>104958</td>
<td>24,990 €</td>
<td>54%</td>
</tr>
<tr>
<td>1.1. Actual purchase cost (motor vehicle price)</td>
<td>104958</td>
<td>24,990 €</td>
<td>54%</td>
</tr>
<tr>
<td>1.2. The additional cost of the motor vehicle purchase</td>
<td>0</td>
<td>0 €</td>
<td>0%</td>
</tr>
<tr>
<td>2. Motor vehicle usage cost</td>
<td>14055</td>
<td>18,918 €</td>
<td>41%</td>
</tr>
<tr>
<td>2.1. Insurance cost</td>
<td>4424</td>
<td>5,267 €</td>
<td>11%</td>
</tr>
<tr>
<td>2.1.1. RCA (mandatory) insurance cost</td>
<td>974</td>
<td>1,160 €</td>
<td>3%</td>
</tr>
<tr>
<td>2.1.2. CASCO insurance cost</td>
<td>3450</td>
<td>4,107 €</td>
<td>9%</td>
</tr>
<tr>
<td>2.2. Taxes cost</td>
<td>2591</td>
<td>1,533 €</td>
<td>3%</td>
</tr>
<tr>
<td>2.2.1. Registration tax (polition tax, registration tax)</td>
<td>1629</td>
<td>388 €</td>
<td>1%</td>
</tr>
<tr>
<td>2.2.2. Annual tax cost</td>
<td>792</td>
<td>943 €</td>
<td>2%</td>
</tr>
<tr>
<td>2.2.3. Road tax cost (rovinette)</td>
<td>120</td>
<td>143 €</td>
<td>0%</td>
</tr>
<tr>
<td>2.2.4. ITP (Periodic Technical Inspection) cost (done every 2 years)</td>
<td>50</td>
<td>60 €</td>
<td>0%</td>
</tr>
<tr>
<td>2.3. Maintenance cost (including brake plates, brake disks, tire change)</td>
<td></td>
<td>3,737 €</td>
<td>8%</td>
</tr>
<tr>
<td>2.4. Cost of fuel consumption for a period of 5 years</td>
<td>7040</td>
<td>8,381 €</td>
<td>18%</td>
</tr>
<tr>
<td>3. Cost generated for keeping the re-sale value of the motor vehicle – value estimated for 100 € quarterly</td>
<td>1680</td>
<td>2,000 €</td>
<td>4%</td>
</tr>
</tbody>
</table>

Total cost of motor vehicle ownership for a period of 5 years

| | 120693 | 45,908 € | 100% |

One can see that not only the actual cost of the motor vehicle is the one that matters in the moment of deciding to buy, especially taking into consideration the fact that this cost can be evenly distributed by purchasing the motor vehicle in leasing.

Using the resources in an efficient manner together with the necessity to permanently optimize costs, have become more important to both the manufacturers and the customers, both segments being forced to adapt to the market trend.

3. RESEARCH METHODOLOGY

Statistic research represents a process of knowing the mass phenomenon done with the help of the statistical methods, starting with the identification and the registration of individual cases, then going through their centralization and generation, to knowing the fundamental features of the statistic collectivity [5]. Applying on a large scale the mathematical methods and patterns in the investigation of the processes and implicitly in the investigation of customer demands, constitutes an important factor in the development of the knowledge-based organizations.

The methodology represents a total of data gathering and analysis techniques selected according to their pertinence in relation to the object or problem to be studied. Quantity research is a systematic process, objective and precise, within which, in order to obtain information about a certain subject or about a certain topic, numerical data are used.

The image is constructed by a subject (observer, researcher) who aims at determining a precise purpose of the research done. The observation of the researched object gives to the subject the possibility to know its characteristics (properties, attributes, relations between them, structural and functional parameters). From the multitude of the observed characteristics, some are very important for the purpose of the research, whereas others are less relevant. The subject will remember only the essential characteristics and will obtain a simplified image of the researched object.
In the research methodology the methods, techniques, algorithms, technologies, the experimental frame, the result evaluation frame, materials etc. which are used in the scientific investigation are presented [5].

The shaping represents a knowledge process based on a “tool” with special characteristics: the pattern. In the development of the contemporary sciences, the pattern-reality analogies constitute important tools, sometimes irreplaceable, of knowing the phenomenon and processes of the real world [5]. The shaping is not a purpose in itself. The practical importance of any pattern derives from the research subject’s accessibility to that particular object.

From the point of view of the methods used the scientific research was done by consulting the data made available by the motor vehicle manufacturers agencies, data found on the internet pages of these agencies as well, and by direct participative observation. With the help of the correlation analysis the relations existing between the demands of the customers and the mobility services offered by the motor vehicle manufacturers have been analyzed.

The data analyzed have been obtained through direct observation, the emphasis of the study being put on the understanding of the basic notions related to the structure of the mobility services, of pointing out the benefits offered by these services and on summarizing the information obtained after having analyzed them.

4. RESEARCH PRESENTATION

The scientific study treats the subject related to the services offered to the customers after the sale of the motor vehicle by the motor vehicle manufacturers, from a concrete perspective, anchored in the current economic context. Thus, the results can be generalized, the research being objective and deductive.

The objective of the scientific research is that of analyzing and presenting the components specific to the support services offered to the customers, the components specific to the motor vehicle mobility and at the same time the components specific to customer mobility with the purpose of contributing to the establishment of the criteria which will make the decision to buy more easy baring in mind the good management of one owns budget and the satisfaction regarding the purchased product.

Both the motor vehicles sales activity and the activity related to maintenance and repair service rendering after their sale are permanently influenced by internal and external factors, context in which it is necessary for the knowledge-based organizations to use the results of the scientific research to train its staff regarding the transformation of these results in solid sales arguments based on the scientific knowledge.

Analyzing the motor vehicle manufacturers’ specific demands in the current economic context, one of the essential differentiating elements of the motor vehicle manufacturers is their capacity to respond immediately to the changes of the market demands.

Some of the factors that influence customers’ decision to buy from the point of view of the motor vehicle manufacturing are mentioned in Figure 2.

![Figure 2. Influence factors of the motor vehicle purchase decision](Source: researchteam analysis)

In order to identify the quality of the motor vehicles we must identify which are the characteristics that determine it. The demands of the customers permanently change in direct relation with the general technological progress, too. Even so, there are still several other demands that influence customers in their decision to buy. Out of these we can mention: safety in usage, comfort and easiness (easy maneuverability), average fuel consumption, the low level of polluting emissions, size, autonomy (tank capacity, fuel consumption), the low level of noise, period of acceleration.

The importance of the support services is pointed out especially by baring in mind the fact that the highest depreciation of a motor vehicle occurs in the first year after the sale of the motor vehicle, losing in average
approximately 24% of its value. In the next three years the average depreciation is of approximately 6 percentage points [25]. However, the resale value of the motor vehicle increases when the car benefits from support services over a longer period of time.

For example, for the motor vehicles sold starting with April 1st 2008, through the Mobilo special service, the Mercedes-Benz manufacturer offers free mobility services in the first 4 year beginning with the date of the first matriculation.

These service is renewed up to a maximum of 30 years from the date of acquisition of the new motor vehicle with the condition that vehicle be maintained in the Service Centers authorized by Mercedes-Benz. Thus, customer mobility in case of flat tire is renewed until the next scheduled service, service which is going to be put down in the service book.

Worth noticing are the following three possibilities of insuring customer mobility, the solution being selected by the customer together with the service consultant:

- **Hotel housing.** In case the customer wants to wait for the finalization of the repair but the repair cannot be finalized in the same day, the Mercedes-Benz authorized service Center will put at the disposal of the customer to possibility of covering the costs for housing during the repair period (up to a maximum of 3 days). The costs for housing and breakfast for the driver and the passengers in the car are covered.

- **Motor vehicle for change.** According to the customer’s choice the Mercedes-Benz authorized service Center puts at customers’ disposal a motor vehicle for change during the repairs period (free up to a maximum of 3 working days). The costs for highway tolls, fuel, lubricants are not covered;

- **Plane or train.** According to the customer’s choice the Mercedes-Benz authorized service Center can cover the cost of transportation by plane or by train (up to 400 Euros for each person, with VAT included).

The services put at the disposal of Mercedes-Benz car owners according to the mobility insurance program “Mobilo” are presented in Figure 3.

![Figure 3. Mercedes-Benz mobility services](http://www.mercedes-benz.ro)

The service is also offered to the Mercedes-Benz car owners who purchase the car second-hand even if the car hasn’t been maintained prior to the acquisition, periodically, according to the manufacturer’s specifications. The condition is that a general inspection of the car is to be done in a Mercedes-Benz authorized service Center. After this intervention the mobility service will be available until the next inspection scheduled in 1 year time, the latest.

### 5. RESEARCH RESULTS

Taking into consideration that at this date the technical characteristics related to last generation motor vehicles are comparable, the differentiation of the manufacturers and the service rendering organizations that represent the manufacturers for the customers is done with the help of the after-sales services offered.

The scientific research gives the fact that from the customer’s point of view the decision to buy is directly influenced by the quality and the diversity of the after-sales services the customer benefits from, as part of the motor vehicle purchase package. According to the data published in the Capital Magazine, a study done by the Auto.ro portal
According to the mentioned study, most of the Romanians appreciate better the kindness of the service’s staff than the quality of the work done, while the price is only the fifth criterion, after the meeting of deadlines and the efficiency of solving the problem. These data show that the car service shops have improved a lot their customer’s relation segment, but they still have some work to do regarding insuring a price that will please the Romanians [24].

The rapport shows that the Romanian motor vehicle owners who go to the brand dealer’s services are more satisfied with their work even though the independent service shops are more appealing because of their prices. One of the conclusions of those who made the study is that “relating the total satisfaction to that of the service, one can see that 71% of the satisfaction toward the service is found in the level of the brand satisfaction”.

The aspects mentioned above prove that in the current economic context the differentiation of the service rendering organizations are based on the quality of the support services offered to the customers in the motor vehicle repair service rendering organizations.

According to the concept “you cannot drive toward the future with the auto pilot option”, in the field related to motor vehicle maintenance and repairs too, we cannot make progress without knowing what our customers really want and what is their opinion about the services offered by the company.

It has been pointed out the fact that 20% of the customers look for another brand even though they are satisfied by both the product and the services, 30% are loyal to the brand even though they are not satisfied by the product or the services and 50% of the customers can become loyal after some steps taken by the organization toward meeting their expectations. Two thirds of the customers claim that they will renounce on the products and services of a company because it has an inefficient “Customer care” system, which doesn’t pay them enough attention.

As entities which render services, we must not forget that unpleasant experiences remain in the memory of our customers, being extremely hard to eliminate this perception. An unpleasant experience will influence in a definite negative manner the relation with the customer. In this situation we must re-establish the Win-Win type relation.

Next, in Table 2, some measures which need to be implemented in order to continuously improve the quality and efficiency of the services offered by the motor vehicle repair service rendering organization are presented.

**Table 2. Measures for increasing the quality of the support services**


<table>
<thead>
<tr>
<th>Nr. crt.</th>
<th>Name of measures</th>
<th>Benefit offered to the customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implementing – Active Reception concept</td>
<td>The customer receives in real time information regarding the motor vehicle’s condition. It is possible to allow on the spot the structure of the operations that are about to be done for repairing the motor vehicle</td>
</tr>
<tr>
<td>2</td>
<td>The usage of protection hoods</td>
<td>The motor vehicle is automatically protected, both in the interior and the exterior (partially)</td>
</tr>
<tr>
<td>3</td>
<td>Handing over of the replaced parts</td>
<td>The customer appreciates our transparency and care for the customer</td>
</tr>
<tr>
<td>4</td>
<td>Customer contacting after each repair</td>
<td>The customer has a partnership feeling. The customer appreciates that his partner, the analyzed organization, is interested in him being pleased as a customer. Other common interest subjects can be approached</td>
</tr>
<tr>
<td>5</td>
<td>Professional behavior on the phone</td>
<td>The customer perceives positively the company’s employees interest in improving the quality of the services rendered</td>
</tr>
<tr>
<td>6</td>
<td>Call availability for 24h road assistance, too</td>
<td>The customer feels safe. The immobilization time incase of a flat tire is reduced to the possible minimum</td>
</tr>
<tr>
<td>7</td>
<td>Check of customer satisfaction degree</td>
<td>The company’s orientation toward obtaining customer satisfaction is proven to the customer. The company’s employees put sustained efforts in eliminating all mistake possibilities</td>
</tr>
<tr>
<td>8</td>
<td>The approximation/acceptance of the repair costs that are about to be done even from the taking of the motor vehicle from the customer and putting it in repair</td>
<td>The misunderstandings regarding the intervention costs are avoided from the moment of handing over the motor vehicle</td>
</tr>
<tr>
<td>9</td>
<td>The cleaning of the motor vehicle once the works done in the analyzed organization are finalized</td>
<td>The implementation of the “respect for the customer” concept</td>
</tr>
<tr>
<td>10</td>
<td>The explanation of the repair estimate after finalizing the repairs</td>
<td>Transparency regarding the work done and avoiding the misinterpretation of the date written in the invoice</td>
</tr>
<tr>
<td>11</td>
<td>Insuring customers mobility by putting at their disposal replacement</td>
<td>Insuring customer mobility by minimizing the discontentment effect generated by the damage of the motor vehicle</td>
</tr>
</tbody>
</table>
In order to obtain a high level of customer satisfaction, all of the processes that unfold within the organization, starting with the scheduling of the motor vehicle and ending with the picking up of the motor vehicle after having paid for the services, need to be accordingly optimized, thus all that does not add values, all the existing waste being eliminated. At the same time, the communication with the customer together with the inter-departmental communication needs to unfold in irrefutable conditions.

Although the successful management of customer complaints is essential for insuring on a long term the partnership with the customer, the satisfaction of the customer is difficult to obtain without managing the insurance of the quality of the rendered services for the entire duration of the processes that unfold within the company.

All of the company’s employees, not just those who come in direct contact with the customer, are responsible for insuring the quality of the services offered to the customers. In order to insures a correct management, and with maximum positive results, of the situations generated by customer complaints, the persons talking with the customers need to have intense knowledge on the objection and communication handling techniques.

The quality of the services offered by the company needs to be permanently insured, as mentioned before, starting with the scheduling of the motor vehicle for the future work and ending with questioning the customers in order to identify the degree of satisfaction obtained.

The level of customer satisfaction needs to be permanently monitored, the rise of all possible conflict situations needs to be identified and anticipated, after which the ways of action for insuring the successful finalization of all possible conflict situations need to be established.

In the package related to the services offered after the sale of the motor vehicles, the support services offered to the customers in case of a flat tire (motor vehicle immobilization) represent an extremely important category of services.

Some of the support services offered in Romania by for of the car manufacturers at dealership level are presented in Table 3.

### Table 3. Comparative analysis of the support services

<table>
<thead>
<tr>
<th>Nr. crt.</th>
<th>Name of measures</th>
<th>Benefit offered to the customer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Comparative assistance of the support services offered by dealers shop in Romania, motor vehicle purchasing and owning</th>
<th>Mercedes-Benz</th>
<th>Audi</th>
<th>BMW</th>
<th>Volkswagen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 24/24h road assistance with the possibility of doing repairs at the motor vehicle’s immobilization spot</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2. Motor vehicle platform transport services (personal platform or subcontracting service)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3. Services for insuring customer mobility</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4. Putting at customer disposal replacement, support motor vehicles, free of charge or with customer payment</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5. Quick service (Expres Service, Pit Stop)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>6. The possibility of purchasing service packages</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>7. The possibility of purchasing extended warranty packages</td>
<td>X</td>
<td>X¹</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>8. Long hours</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>9. Motor vehicle pick-up and delivery service including for the situations in which maintenance work is necessary</td>
<td>X²</td>
<td>X</td>
<td>X²</td>
<td>X</td>
</tr>
<tr>
<td>10. Service scheduling through dispatching – call center</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

¹ In the case of the Audi manufacturer, the possibility of purchasing the extended warranty package is offered up to the moment of purchasing the new motor vehicle.
² Under implementation.

The BMW manufacturer has introduced on the Romanian market an attractive product offering customers the possibility to benefit from full warranty for the motor vehicles used over a period of 24 months. To this package the afferent package for maintenance works offered for free for the first 12 months or 10,000 km and the free, 24/7 road assistance service are added.

Presently, with the exception of car manufacturers’ dealerships, several companies that ensure transport services and assistance at national level for the cars immobilized in traffic are present on the motor vehicles market. Some of these companies are: Dacia Assistance, Motor Assistance, ACR, RIA
For example based on special subscriptions destined for covering those situations in which motor vehicles are damaged, the Motor Assistance company has implemented in Romania a programme of road assistance which encloses complex services, some of these services being presented in Figure 4.

![Figure 4. Road assistance services for damaged motor vehicles](http://www.motor-assistance.ro)

Together with Mercedes-Benz Romania an example of excellence is represented by the Autoklass company, Mercedes-Benz authorized sales and service center which offers customers the entire integrated after-sales services, from 24/24h road assistance and the platform transportation of the motor vehicle to offering support motor vehicles for the period in which the motor vehicles belonging to the customers are immobilized in the service.

Within the organization efforts are constantly put for insuring customer loyalty, treating with responsibility and empathy each non-conform situation that is brought to the attention of the organization’s management.

The services offered after the sale of the motor vehicles are completed with the direct sale of parts, including for fleets and customers with their own services, and the service contracts are adapted perfectly to the customers’ demands that benefit from preferential tariffs and payment terms.

The organization is differentiated by customer care offering to customers gift-services while waiting for the finalization of the repairs of the motor vehicles found in the service. Thus, as partner of the Autoklass company, customers benefit from exchange motor vehicle (free for one day), they can use the fitness room, they can have lunch, they have at their disposal wireless internet connection and the “internet café” area with 3 notebooks. In the showroom destined for the presentation of the newest Mercedes-Benz cars models there is a playground for children.

Foreseeing and identifying the demands of our customers, in order to be able to offer complete car repair services, the organization has been authorized to do service intervention for the semi-trucks Kassbohrer, Schwartzmueller, Schmitz, Kogel, Krone, equipped with Knorr and Wabco braking systems.

The entire range of services, from mechanics to tin work, from aesthetics to technical inspection, the mobile road assistance and car repair service, motor vehicle transportation platform, the sale of accessories, are only some of the services that are perfectly added and completed, offering a fascinating image of all that “after-sale services” is in the truest sense of the world.

The scientific research which led to the emphasis of the availability of these services with all the mentioned manufacturers proves once again how important a detailed analysis of the motor vehicle manufacturers, from the point of both the purchase cost and the ownership costs, is for the customer before taking the decision to buy.

### 6. CONCLUSIONS

The service rendering organization’s strategy has to be orientated toward permanently identifying the demands of the customers and the strategic objective should be that of insuring customer satisfaction. The presentation and the promotion of some support services which cannot be sustained in the contractual territories by the service rendering organizations can generate a negative impact on the organization’s image [8]. The organizations focused on customers have to be able to foreseen the future behaviors of customers, to satisfy and even to exceed their expectations.
On the background of stocks increasing and sales decreasing, all car companies have suffered both in 2009 and 2010. In order to be able to face the new challenges generated by the accentuation of the economical crisis, each organization had to innovate as far as post sales services, special offers, customer relation management go.

By putting at the disposal of the customers the loyalty programs which will make them feel special, important, systems that will surprise the customers in a nice manner and, at the same, that will allow the insurance of a correct resale value of the motor vehicle after a period of time agreed upon from the beginning with the customer, the organization will manage to have satisfied customers, customers loyal to the organization who will happily come back.

Market studies have shown that the service actually sells the second motor vehicle. Without the sales and service teams’ collaborating, both before and after the sell of the motor vehicle, customers’ satisfaction will not be reached. The customer has to see the service rendering knowledge-based organization as a single entity, as a unitary system, and not as different departments.

It has been seen that by insuring customers’ mobility right from the moment of the motor vehicle’s immobilization, the level of customer dissatisfaction decreases. The approach of the conflict situation is done in this case from positions that are not diametrically opposed, the customers already having faith in the solutions suggested by the organization’s employees. Thus, one manages to emphasize the benefits offered by the company and the transformation of some possible conflict situations in solid sales arguments [18]. The availability of insuring customer mobility by putting at his disposal a motor vehicle for the period in which the customer’s motor vehicle is immobilized in service is one of the most efficient ways of handling customer notifications.

All of the actions of the service rendering organization’s employees matter for the customer [14], which is why it is extremely important that when we interact with our customers the availability and the empathy of the organization’s members should be at a maximum level.

The concern toward the customers of a knowledge-based organization is a concept that implies the unfolding of some specific actions through which customer satisfaction is generated. As a consequence, customers become customers loyal to the organization, who come back periodically with new demands, purchasing new products and services. Customers’ satisfaction has priority and it conditions the existence of the sales person, with focus on quality and on offering superior quality services.

As it is mentioned in the field, “the expectations of the customers in relation to those who render services are clear. Customers want for the services to look good, to be responsible, to inspire safety, to be emphatically and above all – to be trustworthy”. The consumers want the companies to do what they said they would do [14].

In the modern conception, analyzing the support services offered to the customers by the motor vehicle repair service rendering organizations, we can assert the global quality perceived by the customer under the form of the following indicators:

- the degree of motor vehicle usage (nr. of immobilization days related to a 1 year period);
- the period of immobilization in the service for maintenance interventions;
- the period of immobilization in the service for repairs and interventions in warranty;
- the number of service entries and comebacks;
- the number of claims/complaints.

The organization members need to present in detail to the customers what are the “BENEFITS” that they will receive by purchasing the product or the service offered by the organization.

Based on the market research that was done, the customers’ request of purchasing, together with the motor vehicle, an integrated package of support services that will completely satisfy their demands has been identified. At the same time, customers want to transfer the responsibility of managing the usage of the purchased product or service to the sales person or the service rendering entity.

The car service rendering organizations need to insure permanently customer satisfaction both regarding the products and the services offered after the sell of the motor vehicle. For example, a new service which is estimated of being developed in the near future is the motor vehicle pick-up service by the service teams for doing the maintenance work and of delivering it back at the finalization of the interventions.

The car repair service rendering organizations need to be permanently orientated toward collecting and analyzing the feedback received from the market in order to be able to act in real time for permanently developing the support services, services that make the difference especially when the motor vehicle’s immobilization in the service is necessary for repairs, regardless if these interventions are done in the warranty period or outside it.

It is very true that customers need “quality” products and services offered “in time” in reciprocal advantageous and reciprocal respect conditions. A model of excellence in the development and implementation of support services is represented by the Mercedes-Benz after-sales services, services destined for insuring customer mobility and permanent road assistance, 24/24h.

In order to develop this study, the research will extend next on several motor vehicle manufacturers and the impact generated by the support services after the sale of the motor vehicle on the satisfaction of customers.

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