MEASUREMENT OF CUSTOMER SATISFACTION: A CASE STUDY OF GENERAL MOTORS KENYA LTD

BY

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A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Masters Degree in International Business Administration

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DECLARATION

I, Susan Nyegera Ndegwa Laiboni, declare that this is my original work and has not been submitted to any other college, institution or university other than the USIU in Nairobi - Africa, for academic credit.

Signed: ____________________________ Date: 25-7-2001
Susan Nyegera Ndegwa Laiboni

This project paper has been presented for examination with my approval as the appointed supervisor.

Signed: ____________________________ Date: 30-07-01
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Signed: ____________________________ Date: 3-11-2004
Dean, School of Business Administration

Signed: ____________________________ Date: 10-7 Nov. 2004
Deputy Vice Chancellor, Academic Affairs
DEDICATION

This report is dedicated to my children, Freyda Kajuju, Vicky Nkirote, Lizza Wanja, Esther Makandi, Margaret Kendi, Isaac Mutuma, Ann Kanyiri and specially to my brother Paul Gitonga. These young individuals gave unconditional support which enabled me work many nights tirelessly.
ACKNOWLEDGEMENTS

I sincerely appreciate the guidance and tireless effort by Professor Afrifa Gitonga of the School of Business Administration at United States International University-Africa. His guidance has helped so much in the production of this report. I take this opportunity to thank him for availing time and for the professional support which has enabled me come out with this report without much difficulties. There is no doubt that the challenges of this study could not be met were it not for Professor Gitonga’s professional advice and dedication.

Many thanks goes to Mr. Daniel Warutumo Njamiu the head of GMK Customer Relations Department, his assistants M/s Hellen Nguli and Mr. Kenneth Okollo. Their unlimited support and the conducive environment created enabled me to work with a lot of ease. I am also grateful to the head of the Marketing Department and his staff who provided me with the information and material necessary for this study without delay.

My appreciation also goes to Mr. Benjamin M. Mshila, who accepted my request to carry out the study at GMK and to the top management of General Motors Kenya Ltd. for recommending that I undertake this study on the organization. I recognize the effort and time by the respondents whose contribution is the main source of information of this study.

May God bless you all abundantly.
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ABBREVIATIONS

CEO-Chief Executive Officer.

CKD-Completely Knocked Down Kits.

COO-Chief Operating Officer.

GM-General Motors Corporation.

GMK-General Motors Kenya Ltd.

ISO-International Standards Organisation.
ABSTRACT
The aim of this research was to establish whether General Motors Kenya Ltd. Customers are satisfied by the products/services provided by the organization. This study is descriptive research and data was collected from the selected population. The collected data provides information used to bring out answers pertaining to the findings of the study.

GMK carries surveys for those customers who purchase new products from them. The organization has never carried a survey to establish the level of satisfaction of all her customers. To bridge this gap, this study was carried out to establish the level of satisfaction of GMK customers based on various towns in Kenya. The findings of this study will benefit GMK by establishing where they do not meet their customers’ expectations and improve accordingly.

The area of study included Nairobi, Meru, Embu, Machakos, Kericho, Kisumu and Kakamega. The survey was carried out from 7th to 27th April 2000. 10% of GMK products/services users were sampled in the area of study using random and convenient techniques. The survey method was used to collect data. Both secondary and primary data were used. Secondary data was collected from GMK records and the Primary data was collected from the respondents. A survey was carried out to gather information. Both structured and open-ended questionnaires were used to collect the data. The questionnaires were administered using personnel interviews.

The study established that, General Motors Kenya Ltd. has a customer service department, which was three years old when this study was carried out. The department trains General Motors Kenya Ltd. Employees, dealers and their employees on customer satisfaction issues. They work hand in hand with other departments to enhance the level of customer satisfaction. Surveys were carried out regularly from the customers and analyzed to establish the level of satisfaction. Customer satisfaction complaints are handled within twenty-four hours of a complaint being lodged. General Motors Kenya Ltd. was certified ISO 9002 in November 1999 in recognition of high quality standards. From the findings of this study the null hypothesis that General Motors products and services do not satisfy customers was disqualified. The alternative hypothesis that General Motors products and services satisfy their customers was confirmed to be true to some extent. The findings reveal that an average of 24.25% of the customers were completely satisfied, 13.25% were very satisfied, 25.75 were satisfied, 15.95% were somewhat satisfied, 20.8% were not at all satisfied with various products and services offered by GMK. Therefore, the findings of this study call for more effort to improve customer satisfaction.

Aspects such as interest rate on facilities provided to General Motors Kenya customers, performance of the vehicles, warranty conditions, guideline of operation and maintenance of the product, and after sales service, require improvement. It was recommended that GMK should embark on continuous improvement to ensure customers are delighted with her products. The organization should encourage their customers to send feedback about their products performance.
CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

General Motors Kenya Limited was established in 1975 by a joint venture between General Motors Corporation of the United States and the Government of Kenya. Itochu Corporation of Japan, bought shares later and the organization was inaugurated in 1977. GM's Kenya assembly plant is situated approximately 10 kilometers east of Nairobi City center along the main Mombasa highway. It stands on a 12.7 hectares of land. The plant assembles vehicles under bond and the duties are paid when vehicles are removed from the bonded warehouse. Over 35,000 vehicles have been assembled at the plant since the plant was inaugurated in 1977. The vehicle assembly comprises of material handling, body shop, and metal finish paint shop, trim line, chassis and final line and quality control.

The assembly process starts with the unpacking of imported, completely knocked down Kits (CKD) at the CKD yard, from Japan. The kits are sorted and inspected at the assembly line. The other major components used in the assembly process are locally manufactured materials. These are received loose and inspected for quality before use. General Motors Kenya Ltd. set up a local content development department in 1980 when the government of Kenyan restricted importation of such items as oils, greases, hydraulic fluids, batteries, tyres, tubes, paints toughened flat glass, canvas hoods, soft trim and holsters, radiators, leaf springs, seat frames and brake linings, among other components. The local content development department started by identifying parts or components that could be purchased locally and then procured drawings, specifications and sample parts from General Motors Kenya Ltd. the parts were thereafter identified. After this procedure the identified suppliers were authorized to produce samples, which were tested and approved for production. Currently, the restriction on importation of motor vehicle components does not exist but the organization still purchases some materials locally.

The organization source a number of raw materials from the Kenyan market due to following reasons:–
- Delivery is done within a shorter lead-time than if they were to import.
- The engineers are able to make necessary modification to meet the Kenyan market requirements. They also supervise production, of the items produced in Kenya to ensure an output of excellent quality products.
- Helps to promote Kenyan economy.

General Motors Kenya Ltd. plays a role in the local market by developing a professional set-up with the suppliers. The areas of focus include:– quality development, management technology and costing. The company also trains their suppliers to prepare production drawings, component specifications, and production process. The principal product trucks, lorries and buses are procured from Isuzu Motors.
of Japan. These vehicles range from light to heavy-duty commercial trucks and are assembled in Kenya. The organization also imports Isuzu, Chevrolet and the German designed and engineered Opel passenger-cars in the form of completely built units.

1.1.1 EXPORT MARKET
General Motors Kenya Ltd. exports account for thirty percent of the company’s annual output. The company is currently exporting to Uganda, Tanzania, Rwanda, and Burundi. The organization is also developing markets in Malawi, Zambia, Zimbabwe and Mozambique. The organization has established dealer network in Uganda, Tanzania, Rwanda and Burundi to effectively and efficiently service the transportation needs of its growing customers. The market has grown because of the Isuzu brand vehicles, which are acclaimed vehicles on African roads. General Motors Kenya assembles vehicles such as MV118-62 seater bus, FVR Isuzu 9 ton trucks, and NPR 25 seater minibuses are also sold in the markets.

1.1.2 MARKET SEGMENTATION
General Motors Kenya segments their market in geographical divisions. In the Kenyan market, the segments include Eastern and Mount Kenya area, the Nairobi and Western Kenya segments. The export market is also segmented on geographical basis using the East and Southern African countries, namely:-

Uganda Zimbabwe
Rwanda Malawi
Zambia Mozambique
Burundi Tanzania

1.1.3 DISTRIBUTION
General Motors Kenya Ltd. has appointed eight automobile dealers in Kenya and they have branches countrywide where they sell vehicles, parts and service back up. There are fourteen appointed dealers for the export market who sell vehicles and spare parts to East and Southern African countries.

1.1.4 TRAINING
General Motors Kenya’s training philosophy is based on the belief that a company’s reputation is built by people for this is its strongest asset. General Motors Kenya’s employees are offered excellent on-the-job and external training through an employee assistance program that helps develop their individual skills. The organization is networked to General Motors Corporation situated in USA for the purpose of training human resources on technical and managerial aspects. The organization also trains mechanics and sales personnel for its dealers in all its markets.
General Motors Kenya came up with a model on customer satisfaction, which has four stages, namely:

- Shopping
- Sales/Delivery
- Service
- Communication

Shopping
The life cycle of customer relationship begins with the shopping stage. It is at this stage that the customer comes to the show room to view the vehicle, interacts with the sales person and is given brochures and told about the products.
Sales/Delivery
At this stage, the customer shows interest in purchasing the product. By the aid of sales
person a decision on buying the product is made. The dealer’s sales persons assist in procuring finances where necessary.

Services
This includes after sales service, which is done at dealers’ workshops. A good service enables the dealers to influence the retention of the customers.

Communication
Communication with customer is maintained through dealership and timely customer follow-ups. It is done through advertising and sales promotion activities. If the customer is satisfied with all stages of the cycle, the customer will do a repeat purchase hence the cycle starts all over again. GMK feels customer enthusiasm can be influenced at any point in the cycle. The main goal is to create customers loyalty who will do repeat purchases and pass a positive word of mouth to potential customers. (GM Wholesale Standard Customer Enthusiasm Guide Book p.8).

1.1.6 GENERAL MOTORS KENYA CUSTOMER RELATIONS DEPARTMENT
The activities of GMK Customer Relations Department are as follows:-
GMK department receives most of the instructions on customer’s relations from General Motors Corporation in USA. Customer enthusiasm materials are prepared and posted to Nairobi. This includes designed questionnaires, which are used to collect data regularly from the customers. The collected data is fed in the computer data bank and any complaint is sorted out. The customer is telephoned within twenty-four hours to be assured that the problem will be sorted out within a short period.
Customer Relations Department is involved in training both internal and external customers on customer satisfaction issues.
Training programs are emphasized on dealers, dealer’s sales persons, and their mechanics.

For ease of management GMK has divided its Kenyan market into the following segments by region:- Region 1, Region 2 and Region 3.

Region 1
Region 1 encompasses Nairobi area and has the following dealers who sell GMK products and service:-

Dealer
Associated motors
Kenya Coach Industries
Ryce Motors
General Motors Kenya Ltd.
Central Farmers Garage
General Motors Kenya Ltd.

Town
Nairobi
Nairobi
Nairobi
Nairobi
Nairobi
Nairobi
Region 2
Region 2 encompasses Rift Valley, Nyanza and Western Provinces with the following dealers who sell GMK products and services:

<table>
<thead>
<tr>
<th>Dealer</th>
<th>Town</th>
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<tr>
<td>Associated Motors</td>
<td>Eldoret</td>
</tr>
<tr>
<td>Associated Motors</td>
<td>Nakuru</td>
</tr>
<tr>
<td>Samcon Ltd.</td>
<td>Nakuru</td>
</tr>
<tr>
<td>Jiwashamji</td>
<td>Kisii</td>
</tr>
<tr>
<td>Samcon Ltd.</td>
<td>Kisumu</td>
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Region 3
Region 3 encompasses Eastern Province, Central Province and Coast Province. The following dealers serve the region:

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<td>Mombasa</td>
</tr>
<tr>
<td>Associated Motors</td>
<td>Meru</td>
</tr>
<tr>
<td>Ryce Motors</td>
<td>Mombasa</td>
</tr>
<tr>
<td>Thika Motors Dealers</td>
<td>Thika</td>
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<tr>
<td>Raju Motors (K) Ltd.</td>
<td>Machakos</td>
</tr>
</tbody>
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1.1.7 CLASSIFICATION OF GENERAL MOTORS VEHICLES
GM vehicles are classified in the following series:
- TFR Series – One ton pick-ups.
- NKR Series – Three-ton trucks.
- F series – 8-13 tons trucks.
- E & CXZ Series-15 tons trucks-45 tons prime mover.
- MV Series – Buses
- Isuzu Trooper
- Opel Astra

This study focuses on: - CXZ, F, N, T – Series.

1.2 PROBLEM STATEMENT
General Motors Corporation is a subsidiary of General Motors Corporation, which holds 51% of the share capital. An analysis of the marketing strategies adopted by the corporation reveal that the company has been concentrating on selling product features such as vehicle size capacity and durability. The corporation has given very little attention to customer characteristics and product attitudes. General Motors Kenya Ltd. realized three years ago that customer satisfaction is a very important aspect for the survival of the organization.

General Motors Kenya Ltd. was certified ISO 9002 in November 1999, however studies carried out to establish level of customer satisfaction only concentrated on customers who purchased new vehicles.
The importance of establishing the level of customer satisfaction cannot be underrated, for a satisfied customer means continued business and hence more revenue in the long run. An assessment of the satisfaction of GMK Ltd. customers is therefore very necessary at this time when the Motor vehicle industry is facing very high competition from imported second hand vehicles and other Motor vehicle dealers.

This study will cover both old and new customers of all vehicle models. It will also cover various factors of vehicle performances, price and durability. A broader perspective will help establish how well General Motors Kenya Customers are satisfied.

Currently, business environment is changing overwhelmingly fast due to the global competition. To ensure the market share is sustained and to ensure new markets are established, General Motors Kenya has to focus on customer satisfaction. This study is therefore, aimed at establishing the degree of satisfaction of GMK external customers. General Motors Kenya has two types of external customers. One category is made of the dealers and the second category is made of users of General Motors Kenya products.

1.3 OBJECTIVE OF THE STUDY
1.3.1 General Objective
The main purpose for this study is to establish whether and to what degree General Motors Kenya products satisfy their customers.

1.3.2 Specific Objectives
Specific objectives that may influence customer satisfaction are indicated below:
   a) Measure the degree of satisfaction with the interest charged on the credit facility.
   b) Measure the degree of satisfaction on the performance of the product.
   c) Measure the degree of satisfaction on the warranty period.
   d) Measure the degree of satisfaction on the guidelines given to operate and how to maintain the product.

1.4 RESEARCH QUESTIONS
This research was intended to answer the following questions:
1. What is the degree of satisfaction with the interest charged on the credit facility given to enable customers of General Motors Kenya Ltd. purchase the products?
2. What is the customers degree of satisfaction on the performance of the product?
3. What is the customers degree of satisfaction on the warranty period given on the products purchased?
4. What is the customers degree of satisfaction on the guidelines given to operate and how to maintain the product?
### 1.5 IDENTIFICATION AND MEASUREMENT OF VARIABLES

#### Table 1.1 – Independent variables

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<th>CONCEPTUAL DEFINITION</th>
<th>OPERATIONAL DEFINITION</th>
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| Credit facility        | Credit is money loaned to a person to be paid for at a future date. Facility is something, which assists a person to make life easy. Credit facility is therefore, a product lent to someone to make his or her life easy. | Factors that may affect customer satisfaction in terms of credit facility are:-  
  - Availability of facility  
  - Interest rate  
  - Processing time |
| Performance of the product | Performance is carrying out a promised task effectively. A product is something produced by manufacturing or by natural process. Therefore, performance of a product is measured by the effectiveness of a product when carrying out a promised task. | Factors that affect customer satisfaction in terms of the performance of a product are as follows:-  
  - Reliability  
  - Functionality efficiency  
  - Fuel consumption  
  - Maintainability |
| Warranty given on products | Warranty is an express or implied undertaking by the vendor to ensure the sold product fulfils specified conditions. | Factors that may affect customer satisfaction in terms of warranty given on a product are:-  
  - Duration  
  - Reliability  
  - Educating the customer. |
| Guidelines on the operation and maintenance of the products. | Guidelines are directing principles or standards on how to operate and maintain a product. Maintenance is the procedure used to support life of something and ensure it is sustained. Therefore, guidelines on the operation and maintenance of the products is directing principles and procedures on how to operate maintain, and to support a product’s life for its sustainability. | Factors that may affect customers satisfaction in terms of guidelines on the operation and maintenance are as follows:-  
  - Ease of operation  
  - Safety  
  - Completeness |
Interest charged on a facility | Interest is the rate charged on facility given to a person. It is money paid for use of money lent or forbearance of debt. Therefore, interest charged on facility is money paid for use of money lent which assisted the person to purchase a product of make his/her life easy. | Factors that may affect customer satisfaction in terms of interest rate charged on a facility are as follows:—
- Stability
- Fair interest rates

### Tables 1.2 – Dependent Variables

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<th>DEPENDENT VARIABLES</th>
<th>CONCEPTUAL DEFINITION</th>
<th>OPERATIONAL DEFINITION</th>
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| Degree of satisfaction on credit facility | Degree is a relative condition or state. Satisfaction is a person’s feelings being gratified, by fulfillment of an obligation. The degree of satisfaction on credit facility is a relative condition set by a person to indicate the feeling of being gratified on the credit facility given. | Respondents were asked to indicate the degree of satisfaction of product and services offered by General Motors Ltd. The degree of satisfaction varied according to individual customer’s perception on the credit facility. The range of answers to this question is:—
- Completely satisfied
- Very satisfied
- Satisfied
- Somewhat satisfied
- Not at all satisfied |
| Degree of satisfaction with the performance of the product | Performance of a product is measured by its effectiveness when discharging a promised task. Therefore, a customer's degree of satisfaction with the performance of a product is determined by its effectiveness. | This study established whether the performance of General Motors Kenya products meet the expectation of their customers. To establish the degree of satisfaction, a range of answers were given for the respondents to select from. Which are as follows:  
- Completely satisfied  
- Very satisfied  
- Somewhat satisfied  
- Not at all satisfied |
|---|---|---|
| The degree of satisfaction with warranty given on products | The degree of satisfaction with the warranty is determined by its actualization according to the buyer's perception. The seller of the product will increase his or her customers level of satisfaction by ensuring the sold product fulfills specified conditions during warranty period. | Respondents were asked how satisfied they were with the warranty given on the product purchased. The range of answers they selected from was:  
- Completely satisfied  
- Very satisfied  
- Somewhat satisfied  
- Not at all satisfied |
| The degree of satisfaction with guidelines on the operation and maintenance of the products | The degree of satisfaction with the guidelines on the operation and maintenance of a product is determined by how a customer perceives the directing principles and procedures on how to operate and maintain a product. | This study established how satisfied the respondents were with the guidelines given on the operation and maintenance of the product. The range of answers given to select from is:  
- Completely satisfied  
- Very satisfied  
- Satisfied  
- Somewhat satisfied  
- Not at all satisfied |
| Degree of satisfaction with interest charged on the facility | A customer's degree of satisfaction with the interest charged is influenced by the interest stability and fairness. | Respondents were asked how satisfied they were with the interest charged for facility given to enable them purchase GMK product. The answers they selected from were as |
1.6 HYPOTHESES
H₀ Products and services provided by General Motors Kenya to its customers do not satisfy their needs.
H₁ Products and services provided by General Motors Kenya to its customers satisfy their needs.

1.7 JUSTIFICATION
General Motors Kenya set up a Customer Relations Department three years ago. The department deals with customers issues which may affect their satisfaction. The study therefore, would like to establish the degree of satisfaction of General Motors Kenya customers, now that the organization is committed to satisfy its customers.

There is need to establish whether services and products provided by General Motors Kenya satisfy its customer. Customers are very important asset to the organization, because they can either affect the performance of the organization positively or negatively.

Current business environment requires GMK to satisfy their customers in order to build a strong clientele which will help create a competitive edge in the Motor Industry. This research will establish whether General Motors Kenya has changed with times to ensure its customers are satisfied with the products and services they sell to them. It is important to carry out customer satisfaction measurement because it provides the firm with early signs of problems before they show up in revenue and profit downturns. The measurement also sends a message to the firm on the overall satisfaction of the customers. Customer satisfaction measurement can also be used to establish whether a company cares about its customers and as an indication of what the customers want.

General Motors Kenya will be guided by the findings of this report to influence its customers’ expectations by acting on the measurement findings and communicate to the concerned customers on the issues, which requires to be rectified.

This study will enable GMK to establish the satisfaction level of their customers. It will also be of importance to the customers of GMK who will buy improved products and services from the firm. The organization will also establish the areas they are doing well and defend these and even try to exceed customers expectations to ensure competitive edge in the Motor Industry.
The research will be of importance to those who would like to enhance their knowledge on total quality issues. This study being a first hand experience, can be used as a reference by Total Quality Management learners.

1.8 RESEARCH LIMITATIONS
The study has encountered the following constraints:-

- **Data availability**
  Thirty (30) potential respondents declined to provide information and thirty seven (37) questionnaires out of 142 were not received by the time data was being analyzed.

- **General Motors Kenya** started creating a data bank for the company’s customers two years ago and they are still updating the records. There is a possibility that the information on the customers’ population is not exhaustive.

- This study is not representative of the total Kenyan population of GMK product/services users because other main towns, such as Mombasa, Nakuru, Eldoret, and Kisii were not included in the study.
CHAPTER TWO
LITERATURE REVIEW

Customer satisfaction is one of the principles of total quality management. The total quality approach is about improving the organization’s activities in order to produce high quality products/services which will satisfy its customers. According to Gattis, the total quality approach requires perpetual improvement. He adds that it is a philosophy which continuously seeks to eliminate wastes and endeavors to promote a commitment to improve the quality in life, through working together. (Gattis, G F. 1996 p. 11-12)

Gattis adds that the main objective of a business organization is to make profit. To achieve this objective, any organization must fulfill three main criteria that are: satisfy customers, control costs and plan for improvements and growth (Ibid p. 15)

According to Lal (1995), a customer is not concerned with the cost of manufacture or the various elements of the quality costs. To the customer, what matters is the cost, which he or she has to pay for obtaining a product/service or the fulfillment of a need. This cost includes the acquisition cost of the product, operating and maintenance costs. (Lal, H.1995 p. 51)

Lal (1995), adds that a customer sees costs as ‘life cycle costing’ which generally includes:-
(a) Purchase price
(b) Transport and installation charges
(c) Total operating costs during the useful life of a product such as fuel or power charges
(d) Maintenance costs, such as servicing and repair charges including inventory costs of the spares.
(e) Non availability of spare parts cost.

Companies should work hard to ensure the above costs are reasonable and the cost of unavailability is not experienced by customers. (Ibid p.56)

John (1995), defines quality as ‘what the customer says it is’. This definition embraces the total quality principle that encourages organizations to see customers as kings. This means that any definition of quality generated by the product/service provider should be tailored to customer requirements. Therefore, John argues that quality involves ‘supplying customers with what they want, to the standard and specification they want, with a predictable and acceptable degree of reliability and uniformity, and at a price that suits their needs’. (John, T.1999 p. 31)

Kessler (1998), argues that customer focus and satisfaction is a thriving force for organizations gearing up to survive in the twenty-first century. Those who are doing it have truly turned into consistently high performers. He gives the following firms as examples:- Milliken, Motorola, AT&T and Universal card Services. Kessler adds that, these companies emphasize service quality in their strategy, and give customers what they want when they want it, and how they want it. They train their front-line employees well and measure customer satisfaction often. But why is measurement important part of
customer satisfaction? Kessler suggests that, ‘if you are not measuring it, you are not managing it’ (Kessler, S 1998 p. 1-2)

Gatiss (1996) suggests that, the best way to delight your customer is to find out what he thinks. According to Gatiss, that can be achieved by asking some straight-forward questions like:-
- Who are your customers?
- When are they your customers?
- What do they want?
- How do they feel?
- How can you make your customers valued?
- What initiatives would your customers appreciate?

From the answers to the above questions, firms can ask the following:-
- What can we do to keep out customers?
- How can we create customers’ competitive edge?

Gatiss (1996) adds, if you do not take the time to find out about your customer, you may find that you are taken by surprise when your customers go elsewhere. It is also important that you take time to listen carefully to your customers. It is essential that the organization respond to the customers needs. Responding shows that you value your customers. Customers who feel special, who feel valued, who know they are listened to, inevitably continue dealing with the organization. By listening hard and responding positively, you are making the customer feel like a partner in your business. (Gatiss, F.G. 1996 p.49)

Bourque (2000), in New Hampshire Business Review, says that when a customer gives an order or wants to buy from a firm, the first thing which should be done is to satisfy that customer. Ensure the product/service sold to the customer delights him or her because first time experience means a lot to the customer and the company. Many companies however, accept orders and schedule them for production or service delivery when it is convenient for them. The customer’s request date is often totally ignored. Bourque adds that, the longer the cycle time between customers’ requests and delivery the susceptibility to competition. From the customers’ perspective they don’t want to wait until when a company is able to provide them with a better product. The products or services should meet and even exceed the customer’s expectation to ensure loyal customers. (Bourque-New Hampshire Business Review, vol. 22 p.3 & 29)

Market share of a brand can easily be taken over by a competitor’s brand if a firm does not care about the customers’ satisfaction. According to Kessler (1998), Honda Accord was the top-selling car between 1989 and 1992, until the Ford Taurus finally beat it out. How did this happen? Kessler says that an excellent video clip on quality shows the level of customer needs assessment used in the design. When Ford designed the Taurus, it started by having a cross-functional team identify some of the best-in-class of the 400 features that contribute to the touch and feel of a quality car. Design teams then
proceeded to equal or exceed the best-in class. This attention helped to make Ford the best-selling car in the mid-1990s. (Kessler, S. 1998 p.27-28)

Gatiss (1996), suggests that it is important that external customers determine quality requirement of the products. He adds that the external customer requirements should add value to the organization. (Gatiss F.G. 1996 p.27)

Gatiss (1996), personal research indicated customer sources of complaints in the following order:-
- Job not done right
- Too slow
- Too expensive
- Indifferent personnel attitude
- Unqualified personnel
- Lack of respect/courtesy

Gatiss (1996), adds that according to Total Quality Approach, good and polite manners are worth having, but customers notice more when they are absent. Customers also want a product that will work and do the job he wants it to do. Gatiss lists requirements and needs, expectations and attitudes of the customer that reflects a customer’s perception of satisfaction:-
- A customer needs and expects a friendly and effective means of interfacing with the organization.
- It is not enough to give good service but customers must perceive that they are getting good service.
- Customer loyalty can be built to a level where it is relatively durable, but it can and does change without much notice.

“Customers notice when the standard of product service falls below their expectations, but they also notice when it rises above their expectations”. (Ibid 28-29).

Gatiss’ argument can be supported by what John wrote about British Airline. According to John (1999), British Airline was a loss-maker in the early 1980s, but it made a profit of 176 million pounds and was named “Airline of the year in 1985” following the implementation of its “putting people first program”. Unfortunately, British Airline did not retain its lead thereafter. (John, Ted 1999 p.19)

An article by David Schwartz, President of 21st Marketing, indicates that his company measures customer satisfaction in the following way:-
“We maintain constant communication with our clients to poll and survey them through every step of the way......We grow our business through direct and interactive marketing.” (Long Island Business News, vol.46 p19A).

According to a study done by Auto Pacific (R), an automotive consulting firm in United States, a report released on the 18th April, 2000 based on customer satisfaction revealed how satisfied people were with their vehicles. This study was done without the influence
of motor vehicle manufacturers, have become a benchmark for objective customer satisfaction.

The study, which records the importance of customer satisfaction over 50 features of vehicles that were recently purchased by 28000 respondents, reveals that Lexus is the highest brand with the Lexus LS 400 the top car. In General Motors product categories, Cadillac is the top domestic name plate and is only second to Lexus. Mercedes-Benz was rated third. USA brand vehicles were top-rated in nine of sixteen classes. Japan brand vehicles were top-rated in four categories. European brand vehicles were at the top of three classes. (PR Newswire, 4.18.2000).

According to Kessler (1998), Mike Cutchall, the Chief Operating Officer (COO) of Prism Radio Partners, a radio broadcasting company, the company used a highly successful management style and customer measurement system that made the company triple its profits and revenues in two years. Kessler says that Honda uses all of the standard research tools, including surveys and focus groups. It also takes videotapes of customers driving its vehicles. As a result it has made thousands of changes in Accord brand. (Kessler, S. 1998 p.27)

Ted John (1999), says that General Motors was having problems with a supplier of car seats whose quality was persistently deficient. One day a GM executive attended a conference at which a speaker from Nissan referred to the excellence of the seat company's supplier. It is the same company that GM was having problems with. It was established that Nissan gave regular, detailed feedback about problems. On the other hand, GM was satisfied by providing the supplier with specifications. This shows why it is important to measure customer satisfaction to establish their level of satisfaction. On the other hand, there is need for suppliers to ensure they get feedback from their customers. (John, Ted 1999 p.10)

John (1999), adds that USA vehicles manufacturers complained for a long time about Japanese inflexibility and the stringent government regulations. However, in 1992, the Japanese government specified to the USA manufacturers the type of vehicles they required for Japanese market. One of the requirements was to position the steering of the vehicle on the right-hand. The USA vehicle manufacturers insisted that Japanese should buy their products without conforming to their requirements. US manufacturers did not try to meet even the most elementary features relevant to the Japanese situation. The Japanese adhered to the specifications even after President Bush's January, 1992 trip to Japan, where Ford CEO gave a speech insisting on supplying left-hand drive vehicles to the Japanese market. (Ibid 14-15)

Another interesting literature by John, reveals that before 1969, American automakers were not building small cars even though the market demanded cars, but rather they sold more aggressively whatever they manufactured. In 1969, the President of GM said, "Never has the need for aggressive salesmanship and good management been more critical." Five years later, USA people started buying Japanese models in big numbers. The response of GM chairman even after the company's market share was being taken by
Japanese cars was “we have got a job to do with the dealer, and he has a job to do with the customer.” John (1999), adds that, on the contrary Japanese are very flexible to the customer’s demand. They give customer what they want. For example, vehicles manufactured for USA market has steering positioned on the left-hand has the American market demand. (Ibid p.15)

The General Motors Customer Satisfaction Information Reference Guide indicates that General Motors conducted a research to identify what her customers want and expect when buying or servicing their vehicles. Those who contributed to the research are as follows:–

- Customers
- GM Dealers/Retailers
- Dealer/Retailer Councils
- GM Divisions/Corporate Staffs

The research methods which were being used included:–

- Mail surveys
- Telephone interviews
- Focus groups

GM research conclusions indicated that customers want the following:–

- To feel that GM and its dealers/retailers care about them and that their patronage is appreciated.
- To be treated in a professional, fair and courteous manner.
- A clean and comfortable environment where the facility appears business-like and the people are friendly.
- The same professional treatment from all GM dealers/retailers and strong, positive, consistent image from everyone in ‘GM family’. (General Motors Customer Satisfaction Information Reference Guide, January 1995, p.12-13)

After going through the above literature review, we can conclude that, organizations realize that customer satisfaction is important to their success. The business environment is very turbulent such that it requires any organization customers to be delighted with the products sold to them and where possible organizations should strive to exceed customers’ requirements. Those organizations, which are able to exceed customers’ expectations on the quality of products and services, are able to enjoy the following benefits:–

- Delighted customers do repeat purchases and pass a positive word of mouth about the organization’s products/services
- Build positive company image through satisfied customers who become the organization partner.
- Satisfied customers become a firm’s benchmark on the industry performance, they pass information either positive and/or which may affect an organization adversely.
- Customer retention, which is possible if a firm’s customers are satisfied, is related to increase of profits in any organization.

The above literature is important to this study because it shows that there are no studies which have been carried in respect to GMK customer satisfaction. GMK carries surveys for those customers who purchase new product from them. It is therefore, important that
this study was carried out to establish the level of satisfaction of GMK customers based on different towns of Kenya.
CHAPTER THREE

METHODOLOGY

3.1 TYPE OF RESEARCH
This is a descriptive research. It entailed the measurement of customer satisfaction with the products/services provided by General Motors Kenya Ltd. Data was collected from the customers of GMK. The research will bring out the answers from the following questions:-
- What is the degree of satisfaction of the respondents on the interest charged on the purchased products?
- What is the degree of satisfaction of the respondents on the performance of the Products?
- What is the degree of satisfaction on the warranty given on the products purchased?
- What is the degree of satisfaction with the guidelines on operation and how to maintain the product?

3.2 POPULATION AND AREA OF STUDY
The population consists of GMK product/services users. The study covered product users in these towns:- Nairobi, Meru, Embu, Machakos, Kericho, Kisumu and Kakamega.

3.3. SAMPLING
3.3.1 Sampling Frame
A list of GMK product users was obtained from the company’s data bank. A total of 2361 customers are recorded in the company’s data bank. The list constitutes the sampling frame for this study.

3.3.2 Sample Size
The users of General Motors Kenya products were sampled in towns indicated in item (3.2) above. 10% of the GMK product users were sampled. The total population of the selected towns is indicated here below:-
Table 3.1 – Sample Size

<table>
<thead>
<tr>
<th>Town</th>
<th>Population</th>
<th>Percentage 10% of the population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi</td>
<td>1165</td>
<td>116</td>
</tr>
<tr>
<td>Karatina</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Nanyuki</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Meru</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Embu</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Machakos</td>
<td>34</td>
<td>4</td>
</tr>
<tr>
<td>Kericho</td>
<td>42</td>
<td>4</td>
</tr>
<tr>
<td>Kisumu</td>
<td>86</td>
<td>9</td>
</tr>
<tr>
<td>Kakamega</td>
<td>32</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>1411</strong></td>
<td><strong>142</strong></td>
</tr>
</tbody>
</table>

The above information on the population size was provided by GMK. 10% of population was taken as sample size because of the short time which was available to carry out the survey and also due to financial constrain. However, the sampling ensured that all areas were represented in the study.

The researcher analyzed questionnaires for slightly higher than 50% of the sample because, 30 potential respondents declined to fill the questionnaires, some of them giving their contact addresses and their motor vehicles registration numbers only. 37 questionnaires had not been received when the data was being analysed. 75 questionnaires were filled and none of them was spoilt.

3.3.3 Sampling Technique
A random technique was used to sample the users of GMK products. The list of customers provided by GMK was used to enable the researcher select the sample randomly. For all other towns except Nairobi, small papers were written numbers folded and mixed thoroughly. The sample units were then selected in a random fashion. Convenient sampling was done in Nairobi due to the wide spread of the population. In this case the researcher interviewed GMK products/users who could conveniently be reached.

3.4 DATA AND DATA SOURCES
To establish whether General Motors Kenya Ltd. is satisfying her customers there was need to use both secondary and primary data.
- Secondary data was collected from the records of General Motors Kenya Ltd. This data was used to enable the researcher establish whether GMK emphasis customer satisfaction. Findings of a research carried out in United States of America by General Motors Corporation, the mother company of GMK has much information about customer satisfaction.
• Primary data was collected from the users of General Motors Kenya Ltd. products in the area of study.

3.5 DATA COLLECTION METHOD
A survey method was used to collect data from the respondents. Both structured and open ended questionnaires were used. The structured questionnaires permitted respondents to tick against the correct answer. The open ended questions gave the respondents an opportunity to more details. Personal and mail interviews were used to administer the questionnaires.

Personal interviews, which were broadly used gave the researcher an opportunity to observe the customer premises and hence the accuracy of the information collected was authenticated. This gave a broad overview of the feelings of GMK customers.

Selected respondents were requested to fill the questionnaires while the researcher waited where possible. Some respondents were too busy to fill the questionnaires but allowed the researcher to ask them questions and fill in the appropriate spaces. 37 questionnaires were left with the selected respondents who were busy to fill them as the researcher waited. A self-stamped envelope was given to each respondent for them to fill the questionnaire and post by mail.

3.6 DATA ANALYSIS AND PRESENTATION
The questionnaires were edited to ascertain whether questions were answered properly. Data was verified to ensure that every thing was okay before the actual analysis was done. The findings were analyzed on tables which demonstrate various variables. Presentation is done in pie charts. A simple tabulation method was used in excel to calculate means, percentages and indicated them according to the responses.

Data were analyzed using Microsoft excel program. Pie charts were drawn by the aid of this program and the results were presented with the aid of the same program.
CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND PRESENTATION

4.1 INTRODUCTION
Data is analyzed by aid of tables which indicates the degree of satisfaction of the respondents. The degree of satisfaction varied from 0% to 100%. The questions were analyzed to get the respondents appropriate level of satisfaction.

4.1 Categorization of vehicles purchased.
Table 4.1 shows the various categories of vehicle models purchased by GMK customers.

Table 4.1 - Categories of vehicles purchased

<table>
<thead>
<tr>
<th>Vehicle model</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CXZ trucks</td>
<td>6</td>
<td>7%</td>
</tr>
<tr>
<td>T series</td>
<td>14</td>
<td>19%</td>
</tr>
<tr>
<td>N series trucks</td>
<td>33</td>
<td>44%</td>
</tr>
<tr>
<td>F Series</td>
<td>22</td>
<td>30%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source – survey data

Table 4.2 shows that, 7% of the respondents purchased CXZ trucks, 19% of the respondents purchased T series trucks, 44% of the respondents purchased N series light trucks and 30% of the respondents indicated that they purchased F series trucks.

4.2- Outlets of GMK vehicles
Table 4.2 shows the outlets of GMK vehicles. These outlets are as indicated in the table namely:- those who purchase directly from GMK, those who purchase through dealers, although their was an identified source.
Table 4.2 – Outlets of GMK vehicles

<table>
<thead>
<tr>
<th>Outlets</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dealer</td>
<td>61</td>
<td>82%</td>
</tr>
<tr>
<td>Direct Purchase</td>
<td>13</td>
<td>17%</td>
</tr>
<tr>
<td>Outlet not specified</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- Survey data

Table 4.2 shows that, 82% of the respondents purchased their vehicles from dealers, 17% of the respondents purchased their vehicles directly from GMK, and 1% of the respondents did not specify where they purchased their vehicles.

4.3 Mode of payment
Table 4.3 shows the mode of payment used to pay for GMK products/services. The types of payment included in the table are:- credit facility, cash payment, and Installment.

Table 4.3 - Mode of payment

<table>
<thead>
<tr>
<th>Mode of payment</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit facility</td>
<td>63</td>
<td>85%</td>
</tr>
<tr>
<td>Cash payment</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Installment</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Not specified</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:-- survey data

Table 4.3 shows that:- 85% of the respondents purchased their products by credit facility. 13% of the respondents indicated that they purchased products by cash payment. 1% of the respondents indicated that they purchased products by installment payments and 1% of the respondents did not specify where they purchased their products.
4.4 Level of satisfaction with the interest charged on the credit facility

Table 4.4 shows respondents level of satisfaction with the interest charged on the credit facility given. The rating is indicated as completely satisfied, very satisfied, satisfied, somewhat satisfied, and not at all satisfied.

Table 4.4 – Level of satisfaction with the interest charged on the credit facility.  
N=75

<table>
<thead>
<tr>
<th>Rating</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely satisfied is rated 4 - 100%</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Very satisfied is rated 3 - 85%</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Satisfied is rated 2 - 50%</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Somewhat satisfied rated 1-25%</td>
<td>21</td>
<td>28%</td>
</tr>
<tr>
<td>Not at all satisfied rated 0 - 0%</td>
<td>44</td>
<td>59%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: survey data

Table 4.4 shows the respondents level of satisfaction with the interest charged on the credit facility given to enable them purchase GMK products. None of the respondents indicated that they were completely satisfied and none of them indicated that they were very satisfied. 28% of the respondents indicated that they were somewhat satisfied. 59% of the sample indicated that they were Not at all satisfied and 13% of the sample indicated that they were very satisfied.
4.5 Level of satisfaction with the performance of the products.

Table 4.5 has the analysis of the respondents' level of satisfaction with the performance of the products.

Table 4.5 - Level of satisfaction with the performance of the products

<table>
<thead>
<tr>
<th>Rating</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely satisfied is rated 4 – 100%</td>
<td>32</td>
<td>42%</td>
</tr>
<tr>
<td>Very satisfied is rated 3 – 85%</td>
<td>13</td>
<td>17%</td>
</tr>
<tr>
<td>Satisfied is rated 2 – 50%</td>
<td>19</td>
<td>25%</td>
</tr>
<tr>
<td>Somewhat satisfied 1 – 25%</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Not at all satisfied 0 – 0%</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- survey data

Table 4.5 has the analysis of the respondents' level of satisfaction with the performance of the products. The findings show that 42% of the sample indicated that they were completely satisfied. 17% of the respondents indicated that they were very satisfied. 25% of the respondents indicated that they were satisfied. It is further indicated that 8% of the sample were somewhat satisfied and 8% of the sample were not at all satisfied.

4.6 Warranty given on the products purchased

Table 4.6 establishes whether GMK give warranty on the products they sell to their customer.

Table 4.6- warranty

<table>
<thead>
<tr>
<th>Warranty given</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>75</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- Survey data
Table 4.6 shows that 100% of the sample indicated that they were given warranty.

4.7 Respondents Level of satisfaction with the warranty.
Table 4.7 shows respondents' level of satisfaction with the warranty period. The choice of answers were:- completely satisfied, very satisfied, satisfied, somewhat satisfied, and not at all satisfied.

Table 4.7 – Level of satisfaction with the warranty.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete satisfied rated 4</td>
<td>32</td>
<td>42%</td>
</tr>
<tr>
<td>- 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very satisfied rated 3 – 85%</td>
<td>13</td>
<td>17%</td>
</tr>
<tr>
<td>Satisfied rated 2 – 50%</td>
<td>19</td>
<td>25%</td>
</tr>
<tr>
<td>Somewhat satisfied 1 – 25%</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Not at all satisfied 0 – 0%</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- Survey data

Table 4.7 findings are as follows:- 42% of the total sample indicated that they were completely satisfied, 17% of the sample were very satisfied, 25% of the sample were Satisfied. It was further established that 8% of the sample were somewhat satisfied and 8% of the sample were somewhat satisfied.
4.8 Guidelines on operation and how to maintain the product.
Table 4.8 shows whether or not respondents are given guidelines on operation and how to maintain the purchased products.

Table 4.8 – Respondents given guidelines on operation and how to maintain

<table>
<thead>
<tr>
<th>Selected answers either Yes of No</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>74</td>
<td>99%</td>
</tr>
<tr>
<td>NO</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:— Survey data

Analysis in table 4.8 reveals that 99% of the respondents indicated that they were given guidelines on operation and how to maintain the product purchased. 1% of the respondents however, indicated that they were not given guidelines on operation and how to maintain the product purchased.
4.9 Degree of satisfaction with the guidelines on operation and maintenance of purchased product.
Table 4.9 establishes the degree of the respondents’ satisfaction with the guidelines on operation and maintenance of purchased products.

Table 4.9 – The degree of satisfaction with the guidelines on operation and maintenance of purchased product.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely satisfied is rated 4 – 100%</td>
<td>17</td>
<td>23%</td>
</tr>
<tr>
<td>Very satisfied is rated 3 – 85%</td>
<td>14</td>
<td>19%</td>
</tr>
<tr>
<td>Satisfied is rated 2 – 50%</td>
<td>31</td>
<td>40%</td>
</tr>
<tr>
<td>Somewhat satisfied 1 – 25%</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Not at all satisfied 0 – 0%</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:– Survey data

Findings on table 4.9 shows that 23% of the total sample were completely satisfied, 19% of the sample were very satisfied. 40% of the respondents were satisfied. It was further established that 11% of the respondents were not at all satisfied and 7% of the sample were not at all satisfied.

4.10 – After sales service.
Table 4.10 indicates whether or not the sample is given after sales service.

Table 4.10 - After sales service

<table>
<thead>
<tr>
<th>Selected answers either YES OR NO</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>27</td>
<td>36%</td>
</tr>
<tr>
<td>NO</td>
<td>48</td>
<td>64%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:– Survey data
Findings of the analysis in table 4.10 illustrate that 36% of the total sample indicated that they were visited by the dealers personnel to ensure that the product purchased is performing according to the customers’ expectations. 64% of the respondents indicated that they were not visited.

4.11 Aspects of the products liked most by the respondents
Table 4.11 establishes the aspects of the products liked most by the respondents. The various answers which they selected from were:- fuel consumption and durability, durability, fuel consumption and seating capacity.

Table 4.11 Aspects liked most by the respondents

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Number of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel consumption and durability</td>
<td>54</td>
<td>72%</td>
</tr>
<tr>
<td>Durability</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Fuel consumption</td>
<td>11</td>
<td>15%</td>
</tr>
<tr>
<td>Seating capacity</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- Survey Data

Findings in Table 4.11 are as follows:- 72% of the respondents indicated that the aspects they liked most about GMK products were fuel consumption and durability. 13% of the respondents indicated that durability was the most like aspect. 15% of the respondents indicated that fuel consumption was the most like aspect.
4.12 Repeat purchase

Table 4.12 establishes whether the respondents would like to buy another product from GMK.

Table 4.12 – Repeat purchase

<table>
<thead>
<tr>
<th>Selected answers either Yes or No</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>74</td>
<td>99%</td>
</tr>
<tr>
<td>NO</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- Survey Data

The analysis in table 4.12 came up with the following results:- 99% of the total sample indicated that they would like to remain General Motors Kenya Ltd. customers. However, 1% of the sample indicated that would not like to remain GMK customers.

4.13 Recommending to other people to purchase GMK products.

Table 4.13 establishes whether or not respondents would recommend other people to purchase GMK products.

Table 4.13 – Recommending to other people to purchase GMK products.

<table>
<thead>
<tr>
<th>Selected answers either Yes or No</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>74</td>
<td>99%</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source:- survey data
Findings in table 4.13 reveals that: 99% of the respondents indicated that they would recommend others to purchase General Motors Kenya Ltd. products. 1% of the respondents indicated that they would not recommend to other people to purchase General Motors Kenya Ltd. products.
CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 DISCUSSION OF FINDINGS

Figure 5.1 - Model of vehicles purchased

![Pie chart showing vehicle purchase distribution]

Key: - c-CXZ trucks  t-T series  n-N series trucks  f-F series

Source: - Table 4.1

Figure 5.1 represents Table 4.1 and it shows that 7% of the respondents purchased CXZ, 19% of the respondents purchased T series, 44% of the respondents purchased N series, and 30% of the respondents purchased F series vehicles. The results show that N series models are the most purchased. These vehicles are light trucks of 3 tones to 4.3 tones. It is an indication of the models most liked by General Motors Kenya Ltd. customers. The high purchase level of NKRs can be attributed to some satisfaction derived from these vehicles. Comments given indicated that these vehicles are good performers, long lasting, and their fuel consumption is good. The general problems experienced with these vehicles are, costly spare parts, unavailability of spare parts, lack of power when
climbing hills and the problem of rear differentials especially when old. F series scoring a 30% are the second purchased vehicles of General Motors Kenya Ltd. models. According to the respondents these vehicles are good performers but are slow when climbing hills.

Figure 5.2 – Outlets of GMK vehicles.

![Pie chart showing outlet sources.]

Key:– D-Dealer  DP-Direct purchase  B-Outlet not specified
Source:– Table 4.2

Figure 5.2 represents analysis in Table 4.2 which shows that 82% of the respondents purchased their vehicles from other dealers, 17% of the respondents purchased their products from General Motors Kenya Ltd. directly, and 1% of the respondents did not indicate where they purchased their vehicles. This shows that most of the respondents purchase their products from the General Motors Ltd. dealers, which is an indication that customer satisfaction activities should be emphasized at the dealers business environment. The dealers and their employees should be made to understand the importance of customer satisfaction so that they can serve their customers according to the principles of total quality management.
Figure 5.3 shows the data analyzed in Table 4.3 and indicates that 85% of the respondents purchased their products by credit facility. It is also indicated that 13% of the respondents purchased their products on cash basis. 1% of the respondents bought their products by installments but all indicated that the arrangement was done by other dealers but not General Motors Kenya Ltd. This range of respondents did not have any comment on the mode of payment. Lack of negative comment probably is an indication that the respondents were satisfied with the arrangement. For reasons not established 1% of the respondents did not indicate the mode of payment they used to purchase their vehicles.
Figure 5.4- Level of Satisfaction with Interest Charged on Credit Facility.

Key: 4—completely satisfied 3—very satisfied 2—satisfied 1—somewhat satisfied
0—not at all satisfied

Source: Table 4.4

Figure 5.4 represents the analysis and findings in Table 4.4 which established that, 59% of the respondents were not at all satisfied with the interest charged on the credit facility. Comments by respondents on the questionnaires were that interest charged is very high and the rate is increased without customers being consulted. It was further established that, 28% of the respondents were somewhat satisfied. 13% of the respondents were satisfied. According to the findings none of the respondents indicated that they were very satisfied or completely satisfied. The results shows that it is necessary for GMK to review the credit policy in order to satisfy their customers. According to Gatiss (1996), if an organization do not take time with the customers, it is possible for the organization to to lose its customers to the competitors. It is therefore important that, GMK consult their customers to establish their feelings about interest rates and also solicit for their opinions even before they sit to review their credit policy. Gatiss adds that, it is important to listen carefully to your customers and also respond to the customers needs. This shows that listening to customers needs is one thing and responding to them is something else which is as important. By responding to customers needs an organization shows that it values their customers.
Figure 5.5 - Level of satisfaction with performance of the products.

Key: 4 - completely satisfied 3 - very satisfied 2 - satisfied 1 - somewhat satisfied 0 - not at all satisfied

Source: Table 4.5

Figure 5.5 represents analysis and findings in Table 4.5 which established the level of satisfaction with the product performance. It was established that 42% of the respondents were completely satisfied. 17% of the respondents indicated that they were very satisfied with the performance of their vehicles. 8% of the respondents indicated that they were somewhat satisfied. It was further established that 8% of the respondents were not at all satisfied. The main complaints by the respondents indicated on the questionnaires were General Motors Kenya Ltd. vehicles are slow when climbing hills, unavailability of spare parts, high prices of spare parts and delays of delivery after a spare part was ordered. Lal (1995), says that customers sees costs as 'life cycle costing' which includes: purchase price, transport and installation charges, total operating costs during the useful life of a product such as fuel or power charges, maintenance costs, and non availability of spare parts costs. To ensure that the above costs do not overwhelm a customer, GMK should make sure that products performance is not affected by unnecessary costs. This will be possible if each and every area affecting the performance of the products is addressed to. Thereafter, solutions should be reached to ensure unnecessary costs does not affect the performance of the products.
Figure 5.6 - Warranty given on products purchased by respondents.

Key:- Y-Yes  N-No  B-not specified
Source:- Table 4.6

Figure 5.6 is a representation of Table 4.6 which established that 100% of the respondents were given warranty on the products purchased. Warranty of a product is meant to protect customers, should a product develop any problem before a given period elapse. It can also be used as a tool to convince the customers of General Motors Kenya Ltd. that their products are of high quality hence the warranty.
Figure 5.7 - level of satisfaction on the warranty.

Key: 4 - completely satisfied 3 - very satisfied 2 - satisfied 1 - somewhat satisfied 0 - not at all satisfied B - not specified
Source: Table 4.7

Figure 5.7 illustrates the analyses and findings in Table 4.7 that 42% of the respondents were completely satisfied. 17% of the respondents were very satisfied, 25% of the respondents were satisfied, 8% of the respondents were somewhat satisfied. It was further established that 8% of the respondents were not at all satisfied. Comments on warranty from some of the respondents were that they were charged for repairs done during warranty period, other respondents indicated that General Motors Kenya Ltd. was not serious on the warranty given. Lal (1995), says that warranty is a powerful sales tool if used properly, but like all powerful weapons, it can cause considerable harm if misused. He adds that, there may be temptation to use it only as a sales gimmick and the company may not have any serious intention to honor its warranty. In a situation where excuses are given for disowning warranty claim, sales boost will be short-lived. Customers will be dissatisfied and they will feel cheated. These customers may react by talking negatively about the organization.
It is important therefore, that warranties which are offered for a product be carefully considered in relation to the quality inputs. Where compensation is necessary, it is important that a customer is compensated without delays.

**Figure 5.8- Guidelines on operation and maintenance of the new product.**

![Pie chart](image)

**Key:-** Y-Yes  N-No  B- not specified  
Source:- Table 4.8

Figure 5.8 bears the results of analysis illustrated in Table 4.8 which establish whether General Motors Kenya Ltd. gives guideline on the operation and maintenance of the vehicles purchased. According to the results in Table 4.8, 99% of the respondents were given guidelines on operation and maintenance of the products. 1% of the respondents were not given guidelines on operation and maintenance of the products.

The results of this analysis indicate that General Motors Kenya Ltd. train her customers on the operation and maintenance of the vehicles before their customers start operating the products. When customers are well trained on the operation and maintenance of a product, they derive maximum benefit from it hence enhancing the level of satisfaction.
Figure 5.9 – Degree of satisfaction with the guidelines on operation and maintenance of the products.

Key: 4-completely satisfied  3-very satisfied  2-satisfied  1-somewhat satisfied  0-not at all satisfied
Source: -table 4.9

Table 4.9 has the findings and the analysis illustrated in figure 5.9 which shows respondents' degree of satisfaction with the guidelines on operation and maintenance of purchased products. The results of the analysis indicate that 7% of the respondents were not at all satisfied, 11% of the respondents were somewhat satisfied, 40% of the respondents indicated that they were satisfied, and 23% of the respondents indicated that they were completely satisfied. The degree of satisfaction is low according to the results of this analysis. This indicates that although General Motors customers are given instructions on how to operate and maintain their newly purchased vehicles, (figure 5.8 refers), there is need to put more efforts and ensure the level of satisfaction is improved training them thoroughly and ensuring they fully understand what they are told. Lal (1995), says that in case of major equipment and machinery, the education of a customer on the operation and maintenance does not end with the perfunctory introduction. It requires the issue of brochure, booklets or technical manuals, these should give complete information about the product, its characteristics, and capabilities. It should also include instructions for operation and maintenance. Customers should also be trained thoroughly
in operation and maintenance so that maximum benefit can be obtained from the purchased product.

**Figure 5.10 – After sales service**

Key:- Y-Yes  N-No  B-not specified
Source:- table 4.10

Figure 5.10 illustrates the findings analyzed in Table 4.10 which shows whether General Motors Kenya Ltd. and her dealers undertake after sales follow up. The results show that 36% of the respondents indicated they were visited by either the dealers or GMK personnel to ensure that the product purchased is performing according to the customers expectations. 64% of the respondents indicated that they were not visited. The percentage of those customers who were not visited is very high. General Motors Kenya Ltd. has to emphasis on after sales visit. This will help the organization employees to establish whether the product is satisfying the customer or not and incase of any problem, it should be rectified as fast as possible. After sales service covers all post-sale efforts aimed at ensuring maximum user satisfaction. The need for after-sales services is felt because of the fact that even with the most effective, quality control measures, the product may still not meet the expectation of the user. This may not necessarily be due to
the poor quality of the product. It can be due to various other reasons, such as the ignorance of the customer regarding product capability, incorrect usage, or maintenance, or harsh environmental conditions. What GMK should understand is that, whatever reason for leads the product not to meet the customer expectations, the user will ten to put the blame on the quality of the product, unless the real cause is explained to him. This tells us how after-sales service is important to both the customer and the organization.

**Figure 5.11 – Aspects liked most by the respondents.**

Key:- Fd-fuel consumption and durability Dy-durability Fe-fuel consumption s-seating capacity B-not specified

Source:- Table 4.11

Figure 5.11 carries the results of the analysis of Table 4.11 which shows that 72% of the respondents indicated that the aspects they liked most about GMK products is fuel consumption and durability of the vehicles. 13% of the respondents liked their products because of long life. It was established further that, 15% of the respondents indicated that they like the vehicles because of low fuel consumption. None of the respondents indicated that it was because of seating capacity or any of the respondents leave the question blank. All these aspects can save GMK customers a lot of money when they are positive. 72% being high rating, this indicates that GMK products consumption and durability satisfies their customers highly.
Figure 5.12 - Repeat purchase.

Key: Y-Yes  N-No  B-not specified
Source: Table 4.12

Figure 5.12 illustrates the findings of Table 4.12 which has established whether the respondents would like to remain General Motors Kenya Ltd. customers. The results show that 99% of the respondents would like to remain General Motors Kenya Ltd. 1% of the respondents indicated they would not like to remain GMK customers. The results are very positive and it is an indication that the vast majority of General Motors Kenya Ltd. customers are satisfied with their products and services. Repeat purchase is a very important aspect, it will enable the organization establish whether its customers are satisfied or not. When customers are not coming back for a repeat purchase, it shows that the level of satisfaction is low.
Figure 5.13 – Recommend General Motors Products to others.

Key:- Y-Yes  N-No  B-not specified
Source:- table 4.13

Figure 5.13 shows the findings in Table 4.13 indicates that 99% of the respondents could recommend to other people to purchase General Motors Kenya Ltd. 1% of the respondents indicated that they cannot recommend other people to purchase GMK products. Satisfied customer can be good advertisers for General Motors Kenya Ltd. products. It is important the level of satisfaction to be improved in all aspects to ensure good word of mouth from the customers.

5.2 CONCLUSIONS
Findings of this study show that General Motors Kenya Ltd. has changed from the traditional way of doing things and is currently embracing customer satisfaction to ensure that they retain their customers. To establish the degree of satisfaction of GMK customers, various aspects have been analyzed to enable the researcher give meaningful conclusions.

The purpose of this study was to establish the extent to which GMK satisfy their customers. It was established that the level of satisfaction on areas such as interest
charged on credit facility, performance of the products, warranty, and guidelines on operation and maintenance of the purchased products requires improvement.

This study established in Table 4.4 the level of customer satisfaction with the interest charged on credit facility given to enable them purchase the products. According to the findings, 13% of the sample were satisfied, 28% were somewhat satisfied, and 59% were not at all satisfied. None of the respondents indicated that they were completely satisfied or very satisfied.

Table 4.3 shows that 85% GMK customers purchased their products on credit facility. This should be an important aspect to the organization because if customers are mistreated on credit facility they may lose their products and some have and/or reduce their level of satisfaction. General Motors Kenya Ltd. ought to know how their customers are treated by the credit providers. Arranging for the customers to get the required facility is welcome because it accelerates the speed of purchase. It is also important to ensure that customers are happy with the interest charged on the facility and incase of any change good explanations should be given to the customers even before the changes are effected.

This study established the customers' level of satisfaction with the performance of the products. It was established in the analysis and findings in Table 4.5 that, 42% of the sample were completely satisfied, 17% were very satisfied, 25% were satisfied, 8% were somewhat satisfied and 8% were not at all satisfied. Motor vehicles being the main products of General Motors Kenya Ltd., customers should be made completely satisfied by the good performance of the purchased vehicle. However, those respondents who are completely satisfied are only 42% of the total population surveyed. Improvement in this aspect is necessary to ensure GMK exceeds its customers expectations. That's the only way current customers will be encouraged to do a repeat purchase. Issues addressed by respondents such as unavailability of spare parts, vehicles weak when climbing hills, and high charges on spare parts should be rectified.

Another objective of this study was to establish the respondents' level of satisfaction with the warranty. Although General Motors Kenya Ltd. gives warranty on its newly purchased vehicles, the level of satisfaction on warranty is a bit low and requires an improvement. Table 4.6 shows that 100% of the respondents were given warranty. It was further established in Table 4.7 that 42% of the total sample were completely satisfied, 17% were very satisfied, 25% of the sample were satisfied, 8% of the sample were somewhat satisfied and 8% of the sample were not at all satisfied. The organization should provide what is supposed to be offered over warranty period without the customers struggling for such services. Some customers complained bitterly that the organization did not honor what is promised in the warranty. Warranty promise should be taken seriously if the customers level of satisfaction will be improved. Warranty is a powerful sales tool if used properly, terms should therefore be honored and avoid excuses to dishonor warranty claims. The results indicated above about the respondents level of satisfaction is low and calls for improvement.
Table 4.8 shows that 99% of the respondents were given guidelines on operation and how to maintain the products, however, the level of satisfaction on this aspect was low. The results on Table 4.9 reveal that only 23% of the respondents were completely satisfied with calls for an improvement. It is the information given on a product which enable a customer decide whether it will meet his or her requirements. Educating customers on the guideline and maintenance of the motor vehicles should be emphasized. A key point to note here is that educating without establishing whether customers are satisfied may not be of help to them. Follow ups are very important, this is the only way GMK employees will establish whether their customers are satisfied. This study further established in Table 4.2 that a high percentage of 82% of the respondents purchased their vehicles from the appointed dealers. This is an indication that General Motors Kenya Ltd. should concentrate on training both the appointed dealers and their staff members on the issues of customer satisfaction. For customers to be served by the dealers according to the set standards of GMK, the organization ought to emphasis on customer satisfaction issues.

After sales service is important to both customers and the organization. The level of those customers who were not given after sales visi according to the results of this study is 64% which is very high. It is important that customers are contacted a few days after they purchase the vehicles to confirm whether the product is giving them good service and establish whether the customer is satisfied with it.

This study established in Table 4.12 that 99% of the respondents would like to remain GMK customers. This ensures repeat purchases which is very important to the organization. It is an indication that, generally, the respondents like GMK products/services. It is important for General Motors Kenya Ltd. to come up with strategies which will enable the organization retain the customers in terms of customer satisfaction. Satisfied customers will definitely recommend other people to purchase GMK products. Results in table 4.13 shows that 99% of the respondents would recommend other people to purchase GMK products. Since this is an indication that GMK customers like the products, they ought to be retained by improving the level of satisfaction. Measuring the level of satisfaction of GMK customers should be a continuous process.

The results of this study reveal that the alternate (H1) hypotheses qualifies. That products and services provided by General Motors Kenya Ltd. to its customers satisfy them. However, various areas such as interest charged on facility provided to the customers, performance of the vehicles, warranty, guideline on operation and maintenance of the product, and after sales service require continuous improvement. Continuous improvement will enable the organization to exceed customers expectation which is the secret for retaining any organization customers.
5.3 RECOMMENDATIONS

This study established the level of satisfaction of General Motors Kenya Ltd. customers. Findings were aided by the answers given by the interviews carried out from the selected respondents. It is the findings of this study which will be used to come out with appropriate recommendations. The selected respondents are taken as representatives of the total population of the selected areas.

Many years ago organizations used to manufacture and sell their products in the market without considering the feelings of their customers. This was so because competition was not as strong as it is today, and customers could tolerate poor quality products/services. Price was the determining factor and influenced consumers to choose between a cheap alternative or the expensive products. Today's customers ought to be completely satisfied with an organization's products/services for them to remain her customers.

General Motors Kenya Ltd. need to improve on most of customer satisfaction issues. This can be possible through continuous improvement and by ensuring customers requirements are met. It can be difficult to determine the true external customers requirements without carrying out surveys. GMK embarked on customers satisfaction issues three years ago, but currently surveying those customers who purchase new vehicles, it is important that the organization undertake to survey customers with old vehicles. This will help them establish whether all their customers level of satisfaction meets their set standards.

The organization should keep on emphasizing to the employees and to the appointed dealers on the need for satisfying their customers. Continuous improvement is necessary in the endeavor to satisfy customers and this can be possible if customer satisfaction measurement is carried out regularly. Customers can be good teachers when they establish the message they pass to the organization is taken seriously. GMK should take the advantage of being taught by her customers on the issues of customer satisfaction. Feed back from the customers will help the organization improve products and services to ensure customers needs and preferences are met.

a. Interest charged on the facility

The findings on Table 4.3 show that 85% of the respondents purchase their products on credit facility. However, findings in Table 4.4 show that none of the respondents were completely satisfied or very satisfied with interest charged on credit facility. The table show that it is only 13% of the respondents who were satisfied. Credit facility can be a very vulnerable mode of payment if proper arrangements are not carried out. It helps customers purchase products when they have less money than needed but many respondents claimed they lost one or two vehicles to the auctioneers due to inflated interest rates. The scenario of losing vehicles to auctioneers and the issue of increasing interest rates at the financiers discretion without consulting the persons concerned decreases the level of satisfaction of GMK customers. General Motors Kenya Ltd.
should endeavor to create a strategic alliance with one of the credit providing organizations. This will enable the organization to negotiate about the interest rates and the payments. This way the organization will be able to safeguard the interest of its customers.

b. Performance of the product
A product’s performance is very important to a customer because it determines its quality. Findings in Table 4.5 of this study show that it was only 42% of the respondents who were completely satisfied with the performance of their vehicles. General Motors Kenya Ltd. should ensure the quality of its products is improved. Performance of the vehicles should be able to delight GMK customers before poor performance affects their purchase decision. In a competitive market such as the one we live in currently, poor quality products can easily drive any organization out of the market. GMK should make effort to achieve high standard quality of their vehicles to enhance the level of satisfaction of her customers. After-sales service is an important aspect that can help GMK establish whether their products performance is satisfying their customers. Table 4.10 show that only 36% of the respondents were given after-sales service. After sales service covers all post-sale efforts aimed at ensuring maximum user satisfaction. These services are important because even a very high quality product, can develop a problem which may temper with customer satisfaction.

c. Warranty.
Findings in Table 4.7 of this study indicate that only 42% of the respondents were completely satisfied with the warranty period and the facilities offered during this period. Warranty is meant to protect a customer should a product purchased turn out to be defective. GMK undertakes to meet the charges of any repairs incase a vehicle develops problems while in the warranty period. They also service the newly purchased vehicles once free of charge during warranty period. However, the level of satisfaction is low according to the results of this study and an improvement is needed. If the conditions of the warranty period are honored as stated by GMK, it can be a very important tool to satisfy the organization’s customers. On the other hand, it can be a cause of considerable harm if it is not adhered to. The organization can have a short life in the market if excuses are given to disown a claim. It is important to note that dissatisfied customers are worst advertisement GMK can have. Most of those who were not satisfied with the warranty period promises, said that they were forced to pay some amount if the vehicles develop a mechanical problem during warranty period, other respondents said that the organization refused to repair their vehicles at all. There should be thorough education on warranty and the conditions there in. General Motors Kenya Ltd. should ensure that her customers understand thoroughly the following issues which concern warranty:- Period of validity, Liability of General Motors Kenya Ltd. - if it is free repair or replacement, it must be stated as to who will have the option of either to replace the product or repair it. The procedure of submitting guarantee claims should be made clear to the customer and allow them ask questions where they do not understand. The issue of sending a defective vehicle or a defective part should be made clear to customers. The conditions which may make the warranty invalid should be discussed with the customers. Conditions such as accidents, mishandling, improper use of a product, and
repair by an unauthorized agency may affect the warranty. This has to be emphasized because some of the respondents declared they have never taken their vehicles to be serviced at GMK even when they were on warranty.

d. Guideline on operation and how to maintain the vehicle.
Findings in Table 4.8 indicates that 99% of the respondents were given the guideline on operation and maintenance of their vehicles. But Table 4.9 shows that only 23% of the respondents were completely satisfied with the guideline. Guideline on the operation and maintenance of the vehicles should start by giving out brochures, booklets or technical manual, which give complete information about the product, its operation and maintenance. This procedure is carried out in details at GMK and by its dealers. The main problem could be the manual is written in terms which are very technical and it calls for training the customers thoroughly. Ensure a follow up is done to establish whether they understood what they were told and are following the instructions given on the operation and maintenance of their vehicles. Training GMK customers thoroughly on the operation and maintenance of the vehicles they purchase, will help them derive some satisfaction from the information and they obtain maximum benefit from the product purchased. This is an area in which GMK should emphasize on regular feedback from the customers in order to arrest any problem before it interferes with customers level of satisfaction.
REFERENCES


APPENDIX ONE
A QUESTIONNAIRE TO MEASURE GMK CUSTOMER SATISFACTION
Please indicate your answers by ticking in the appropriate box or writing in the spaces provided where necessary.

1. What type of GMK product did you purchase?

2. Did you purchase the product from GMK directly or from the other dealers?
   Dealer [] Direct purchase []

3a. What was the mode of payment when you paid for product you purchased?
   Paid cash [] Paid in installment [] Credit facility given []

3b. If you purchased the product on credit facility, who organized for the facility?

3c. How satisfied are you with the interest charged for the credit facility given to enable you purchase GMK product?
   Completely satisfied [] Very satisfied [] Satisfied [] Somewhat satisfied [] Not at all satisfied []

4. How satisfied are you with the performance of the products you purchased from GMK?
   Completely Satisfied [] Very Satisfied [] Satisfied [] Somewhat satisfied [] Not at all satisfied []

5a. Are you given warranty on GMK products?
   Yes [] No []

5b. How satisfied are you with the warranty period?
   Completely satisfied [] Very satisfied [] Satisfied [] Somewhat satisfied [] Not at all satisfied []

6a. Were you given guidelines on operation and how to maintain the product at the time of purchase?
   Yes [] No []

6b. If yes, how satisfied are you with the guidelines on operation and how to maintain the product?
   Completely satisfied [] Very satisfied [] Satisfied [] Somewhat satisfied [] Not at all satisfied []

7. Did GMK or other dealers undertake any follow up after the purchase?
   Yes [] No []

8. What aspects do you like most about the product?
   Fuel consumption [] Seating capacity [] Durability [] Capacity [] Others specify

9. Would you like to remain a GMK customer?
   Yes [] No []

10. Would you recommend the product to others?
    Yes [] No []

11. Which area would you like GMK to improve in terms of the products and services offered to you?

.................................................................

..........................

.................................................................
APPENDIX TWO

SERVICE SATISFACTION SURVEY

Please make any corrections to your name, address, or telephone number here:

__________________________

Tel: ___________ Fax ___________

Indicate the DEALERSHIP where you serviced your vehicle:____________________

ATTN

We thank you for servicing your vehicle «MODEL» Reg No. «REGISTRATION» with a GMK approved dealer. Our goal is for you to be completely satisfied. Please take a few minutes to complete both sides of this questionnaire about our dealerships personnel and services. Your response is very important to us and will be used to direct our continued efforts toward meeting the highest expectation of customers.

Thank you for giving us a chance to service your vehicle at one of our dealerships.

B.W. Njamiu

Customer Relations Manager

Please have the person who took in the vehicle for service complete this survey.

About Your Dealership's Service Department

1. How satisfied were you with the convenience of the Service Department's hours?____________________

2. Are services available to you on both an appointment and non-appointment basis?____________________

3. When arriving for service, were you greeted promptly?

About Your Service Consultant/Advisor

4. When you discussed your service needs, how satisfied were you that your Service Consultant took time to thoroughly understand service request?...____________________

Was knowledgeable and well informed?

5. Were you offered transportation options?____________________

Were you informed about:____________________

- Any requested service work that could not be performed?

- Any additional work that need to be performed?

6. Was your vehicle ready when originally promised?...
IF "NO"

Were you told in advance that the promised time could not be met?____________________

Please complete other side
- Did the dealership remedy the situation so you were not inconvenienced or caused additional expense? ......

8. How satisfied were you with the explanation you were given of all services performed? ........................................

9. Overall, how satisfied were you with your Service Consultant

   About Service Delivery

10. When you picked your vehicle up, how satisfied were you with:
    
    - The time it took to complete the transaction?
    - The ease of getting your vehicle?
    - The condition under which it was returned? .......

11. Considering all service items you wanted completed, how satisfied are you that your vehicle was fixed on this service visit?........................................

12. If ALL service items were NOT completed right this service visit, do you think the reason was (check all that apply)........................

   - Product quality
   - Service Department caused more problems
   - Service Department was too busy
   - Condition explained-no repair required
   - Repair did not correct the problem
   - Don't Know
   - Parts not available
   - Other (please specify) ____________________________________________

13. Were you given a copy of the completed repair order/invoice ......

14. Were you contacted shortly after this service visit to determine your satisfaction with the dealership's service? ...

   Summing Up Your Experience ...

15. Overall, how satisfied are you that dealership personnel treated you in a courteous, fair, and Professional manner at all times ? ...........................................

16. Based on this service visit, overall, how satisfied are you with this Dealership? ...........

17. Would you recommend this dealership for service

18. Overall how satisfied are you with your vehicle?

19. Do you have any other comments about the dealership or your vehicle

20. May we include your name when providing this information to the dealership? Yes No

If you have a concern requiring immediate attention, we encourage you first to contact your dealer. If further assistance is required, call our CUSTOMER RELATIONS DEPT. Phone 350608 or 534199 Ext. 322 or 471.
THANK YOU! YOUR OPINIONS WILL HELP US SERVE YOU BETTER.
APPENDIX THREE

Purchase and Delivery Satisfaction Survey

Please make any corrections to your name, address, or telephone number here:

Tel. Office ______ Fax ______

Thank you for choosing our vehicle model "MODEL" Reg. No "REGISTRATION" from "DEALER_NAME". We greatly appreciate your business. Our goal is for you to be completely satisfied. Please take a few minutes to complete both sides of this questionnaire about our dealership facilities and personnel. Your response is very important to us and will be used to direct the continued efforts GM Kenya and the dealership toward meeting the highest expectation of our customers.

Yours Sincerely

D.W. Njamiu
Customer Relations Manager

About Your selling Dealership's Facilities:

<table>
<thead>
<tr>
<th>Compl. Satisfied</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Not At All Satisfied</th>
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1. Thinking about your dealership, how satisfied were you with
   a) The convenience of the dealership's showroom hours?...
   b) The cleanliness and attractiveness of the facilities?....
   c) The variety of vehicles and options available for your inspection?.................................

About Your Sales Consultant:

2. How satisfied are you that you were treated in a professional and courteous manner?.................................

3. How satisfied were you with the Sales Consultant’s?
   a) Willingness to take the time necessary to thoroughly understand your vehicle needs?.........................
   b) Knowledge of our range vehicles?.................................
   c) Knowledge of other vehicles in the market?..............
   d) Assistance in selecting an appropriate vehicle?...........

4. Were you offered a demonstration ride in the vehicle of your choice?......................................................

5. When you picked your current vehicle, were you greeted with friendliness and enthusiasm?..........................

6. At the time of delivery, were you offered
   a) An orientation tour of the dealership, including the Service Department?........................................
b) An orientation drive to become familiar with your new vehicle before taking it home? ......  

7. How satisfied were you with the explanation of:......  
   a) The warranty, owner's manual and maintenance schedule? .........  
   b) Your vehicle features and operations?.................................  

8. At the time of delivery, how satisfied were you with ....  
   a) The appearance of your new vehicle......  
   b) The operation of your new vehicle ? .........................  

9. Since taking delivery of your new vehicle, has your Sales Consultant contacted you to thank you for your purchase and resolve any concerns?  

10. Overall, how satisfied were you with the assistance you received from your Sales Consultant?.........  

About the Financial Process  

11. How satisfied were you that.......  
   a) The vehicle price and/or payments were discussed in a thorough and straightforward manner?...........  
   b) You were given a thorough explanation of the financing options available?..........................  

12. How satisfied were you with the review and explanation of all the paperwork?...............................  

13. Overall, how satisfied were you with how the financial arrangements were handled by your dealership?......  

Summing Up Your Experience  

14. Based on your overall purchase and delivery experience, how satisfied are with your dealership?...............  

15. Based on your overall purchase and delivery experience, would you recommend this dealership?  

16. Based on your experience to date, how satisfied are you with your vehicle?.  

17. Do you have any comments about the dealership or your vehicle  

18. May we include your name when providing this information to the dealership? Yes □  No □  

If you have a concern requiring immediate attention, we encourage you first to contact your dealer. If further assistance is required call our CUSTOMER RELATIONS DEPT. Phone 350608 or 534199 Ext. 322 or 471  

THANK YOU! YOUR OPINIONS WILL HELP US SERVE YOU BETTER.
MISSION STATEMENT

TO PROVIDE AUTOMOTIVE PRODUCTS AND SERVICES OF SUCH QUALITY THAT OUR CUSTOMERS WILL RECEIVE SUPERIOR VALUES, OUR EMPLOYEES AND BUSINESS PARTNERS WILL SHARE IN OUR SUCCESS, OUR COUNTRY WILL RECEIVE POSITIVE ECONOMIC AND SOCIAL BENEFITS, AND OUR STOCKHOLDERS WILL RECEIVE A SUPERIOR RETURN ON THEIR INVESTMENT.
1. Mission Statement  
4. Introduction  
5. Customer Changes And Requirements  
6. Key Things That Customers Want  
7. Customer Expectations  
8. Customer Enthusiasm Life Cycle  
9. Measurement Standards  
10. Wholesale Standards  
   (i) Communication Responsiveness  
   (ii) Behaviour  
   (iii) Field Sales Personnel  
   (iv) Direct Sales  
   (v) Vehicle Ordering/Delivery Management  
   (vi) Aftersales - Parts  
   (vii) Aftersales - Service  
   (viii) Awareness  
15. General Standards  
16. GM Core Values
INTRODUCTION

It is often said the only constant in the world is 'change'. This has never been truer than it is today in the automotive industry and even more so in the liberalised Kenyan economy. A high level of product quality is now the price of entry in the market. A business partnership between GM Kenya and its dealers is required to maintain a competitive advantage in today's market place.

Customers expect their dealership purchase and service experiences to not only meet but exceed their expectations.

GM Kenya has developed Wholesale and Retail standards as a part of the overall GM Kenya customer enthusiasm strategy. The purpose of this strategy is to address a changing automotive market place both in Kenya and East Africa as a whole.

Karibu!
Customer Changes and Requirements

Consumer movement all over the world has taught consumers to be educated buyers and to insist on quality products and service. The minimum acceptable level of product quality has been raised so are customers' expectations about how they are to be treated.

As we move from product parity, competition is now being based on non-product attributes. The ARENA has shifted to customer treatment as the defining variable in the purchasing decision. We need to sharpen our abilities in serving customers in order to meet and exceed their expectations. Customer expectations must be met and often exceeded today, tomorrow and all times to come. However, one key factor to note is that EVERYONE IN GENERAL MOTORS KENYA IS RESPONSIBLE FOR CUSTOMER SATISFACTION. By creating an experience in which our employees and dealerships will exceed customer expectations, we will be achieving CUSTOMER ENTHUSIASM.

Continuous improvement in customer satisfaction is critical to our success in the market place. Changes in the market place tells us, a completely satisfied customer focus is a more critical success factor today than it was yesterday.

The benefits that will accrue in maintaining such a customer focus front include:

(i) Improved customer loyalty
(ii) Higher sales of vehicles, service and parts
(iii) Greater market penetration
(iv) Improved profits
(v) A secure future for our jobs

The keys to providing true customer enthusiasm lie in identifying customer wants and expectations and putting in place systems that will meet those wants and expectations each and every time.
KEY THINGS THAT CUSTOMERS WANT

From research done by General Motors Corporation, the following four needs were identified as the main ones that our customers want:

(i) To feel that GM and its dealers care about them and that their patronage is appreciated
(ii) To be treated in a professional, fair and courteous manner
(iii) To provide a clean and comfortable environment where the facility appears business-like and the people are friendly
(iv) To experience the same professional treatment from all GM dealers and a strong, positive, and consistent image from everyone in the "GM Family"
From the GM research, customer expectations were grouped into the following FOUR areas:-

(I) SHOPPING EXPECTATIONS:-
This area defines the things that are important considerations when consumers select a place to buy a vehicle or have it serviced.

(II) COMMUNICATION EXPECTATIONS:-
Communication refers to personal or direct interaction between dealerships' personnel and the customer. It also includes written communications and advertising messages, as well as their timing and frequency.

(III) SALES / DELIVERY EXPECTATIONS:-
These are the expectations customers have about the purchase experience itself and how the vehicle is delivered.

(IV) SERVICE EXPECTATIONS:-
Expectations in this area are centered on customer convenience and the quality of the service experience.

It is important to note that meeting customer expectations is not enough for a customer to differentiate between our products and our dealerships in this competitive era. Our goal as a “GM family” is to create a retail experience that exceeds customer expectations and achieve even higher levels. This is what we call CUSTOMER ENTHUSIASM!
The four areas of customer expectations can be illustrated as follows:

(I) SHOPPING:-
The life cycle of customer relationship begins with the shopping process. This is when a customer comes to the showroom to view the vehicle. This is the time the customer views your showroom premises, interacts with the sales person, is given brochures of the various products and told about the product features and benefits.

(ii) SALES / DELIVERY:-
Once a customer has made a decision on buying, the sales and delivery process will begin. All the financing and related documentations is done at this stage.

(iii) SERVICE:-
Service provides an aftersales experience. At this stage the customer visits the dealership workshop for various vehicle maintenance activities. The dealership has plenty of opportunities at the service stage to strengthen the relationship with the customer.

(iv) COMMUNICATION:-
Communication with the customer is maintained through closing deals and timely customer follow-ups. It is also done through advertising and sales promotion activities.

At some point, the customer will again be in the market for a new vehicle and begin the shopping process that repeats the cycle.

NB: Customer enthusiasm can be influenced at any point in the cycle. The goal is to demonstrate to the customer that we have earned, through positive deeds, the right to additional patronage. That is customer loyalty, and loyalty is the key to generating customer enthusiasm.
As mentioned earlier in this guide, customers want to feel they matter in the eyes of the people with whom they are doing business. They expect integrity, honesty, and a genuine service oriented attitude extended in a comfortable and professional environment. Customers want and expect the same professional treatment at GM Kenya and all its dealerships.

To know and evaluate ourselves as to how best we are meeting or exceeding these customer expectations, GM Kenya has developed measurement standards at both GM Kenya level ([Wholesale Standards - Customer Enthusiasm Guide Book]) and at the dealership level ([Dealer Retail Standards - Customer Enthusiasm Guide Book]) to be followed. We shall discuss the wholesale standards in detail in this booklet. Retail standards will be discussed in another booklet called [Dealer Retail Standards - Customer Enthusiasm Guide Book].
Objective:
The objective of the wholesale standards is to ensure that all of us in GM Kenya respond to our dealers and customers in general in a manner that will motivate and enthuse them to buy our products.

Our wholesale standards are divided into the following areas:
(i) Communication Responsiveness
(ii) Behaviour
(iii) Field Sales Personnel
(iv) Direct Sales
(v) Vehicle Ordering / Delivery Management
(vi) Aftersales - Parts
(vii) Aftersales - Service
(viii) Awareness
(ix) General Standards

The following are the specific standards under each of the above areas:

I. COMMUNICATION RESPONSIVENESS

Standards:
1. All incoming phones are handled in a courteous manner, and within the following parameters:
   - All incoming phones should not ring more than three times before they are answered
   - When answering a call, state company name, department, your name and ask the caller how you can help - be polite and professional
   - If issues cannot be resolved during initial conversation, re-initiate contact within one business day to update the customer on the status of the issue
   - Issue is followed up to the final resolution within a mutually acceptable time frame
   - Do not ignore any phone ringing near you even if you are passing by
   - When the phone does not concern you directly, transfer it to the relevant person promptly. Advise the caller the person to whom you are transferring the phone
   - Customer should be advised within reasonable intervals on any “holdup phone”
   - “Hold on” phones should not be more than 3 minutes. If more, take the caller’s telephone number and initiate a re-contact within the next 30 minutes or within an agreed time frame

2. All incoming mail and faxes are to be dealt within the following parameters:
   - Acknowledged within three working days
   - Provide a clear and concise status
   - In case of unresolved issues;
follow-up is initiated with final resolution within a mutually acceptable time frame
  □ Sorting out urgent and important mail to be reviewed twice a day
  □ Good filing system, which is easy for everyone in the department, to be maintained

3. All written internal and external communication is done in a clear and concise format.

4. Use of standardised terminology across GM Kenya and dealerships will be used. e.g.: B&A, Warranty, Policy, Service, Sales, Customer Relations etc.

5. All phones/faxes/mail and other means of communication will be functioning and easily accessible at all times.

6. Employees will be notified of forthcoming GM Kenya activities through the established internal channels of communication at all times.

II BEHAVIOUR Standards:
1. Customers and dealer personnel are treated in a courteous, honest, fair, ethical and professional manner.

2. Employees conduct themselves according to GM Kenya Code of Conduct and business practices. We must at all times project a positive corporate image.

3. Established policies and standards are administered in a consistent and fair manner.

4. All employees are professional in appearance and conduct of business.

5. All employees demonstrate positive and supportive behaviour towards GM Kenya products, policies and procedures in all interactions with all customers and dealership personnel.

6. Policies and programs that are common to all dealerships are administered in a consistent manner across the dealerships.

7. Business practices, policies and programs should enhance the ability of dealers to achieve business success.

8. All visitors coming to our premises are treated courteously and promptly and directed to their intended destinations.

9. Security personnel will politely and courteously check all visitors and employees vehicles driving through our Gatehouse.

10. Employees at all times promote a positive corporate image of the company. This is the responsibility of each and every employee.
III FIELD SALES PERSONNEL

1. Country Managers / Marketing Executives are trained and knowledgeable people who are valued by dealers as helpful business consultants.

2. Country Managers / Marketing Executives are knowledgeable about their respective market performance and competitive environment to enable development of effective sales programmes.

3. Country Managers / Marketing Executives are empowered to exercise authority to make appropriate and timely business decisions, to remedy dealer concerns.

4. Dealer contacts are conducted in a business-like manner, making maximum use of both parties allocated time. A structured format will be used consistently for all visits.

5. Country Managers / Marketing Executives visit their dealers on a regular basis and provide contact schedules to dealers.

6. Adequate sales support is provided to dealers during holidays and plant shut-downs.

7. Dealer training is done regularly in the following areas:
   (i) Selling and Marketing Skills
   (ii) Customer Service

(iii) Product Knowledge

IV DIRECT SALES

Standards:

1. Retail Sales facilities at our Direct Sales Office are inviting, clean and attractive.

2. Our Retail show room is well organized, clean and has attractive displays with a variety of products that represent all models line-up.

3. Sales personnel listen carefully to customers’ wants, needs, concerns and have the ability to accurately discuss product features and benefits to match the customer needs.

4. Have the knowledge and skills to close a deal timely and professionally.

5. Provide full explanation and demonstration on vehicle operations, warranty and aftersales support system.

6. Offer demonstration rides to facilitate easy closing of a deal.

7. Be price competitive and provide assistance to customer to procure finance from the various finance houses.

8. Expedite within reasonable time customer order and financing documents.

9. Vehicles are delivered to custom-
ers on schedule, clean and in good working conditions. Comprehensive Pre-Delivery Inspection (PDI) is done.
10. Days and hours of operation are competitive and convenient to customers.

V VEHICLE ORDERING / DELIVERY MANAGEMENT
Standards:
1. All vehicles are clean and in excellent condition before delivery to dealers / customers.
2. Fair allocation of vehicles to dealers be maintained.
3. Delivery/Collection of vehicles by dealers not to take more than two hours.
4. Adequate stocks across GM Kenya product range be provided at all times.
5. GM Kenya to provide vehicles whose specifications meet market demands in quality, price, value and customer enthusiasm.
6. Internal delivery documentation process and hours of delivery are convenient to the dealers.
7. External government documentation processes are carried out on time.

VI AFTERSALES - PARTS
Standards:
1. Adequate stocks of parts to support all GM Kenya products range are provided.
2. Vehicle off Road (VOR) parts orders are provided within 12 hours.
3. Normal parts stock orders are provided within 24 hours.
4. Customer at Sales Counter is served within 20 minutes.
5. Customer at GM Kenya Service Workshop is served within 20 minutes.

VII AFTERSALES - SERVICE
Standards:
1. Service representatives are knowledgeable and empowered to exercise authority to make appropriate and timely business decisions.
2. Service representatives visit their dealers at least once a month and provide visit schedules to dealers in advance.
3. Provide regular training to dealers that meet GM Kenya Dealer Development requirements.
4. Credit dealers for properly documented and approved warranty claims within 30 days.
5. Ensure that customer reported service problems are rectified fully and promptly the first time.

6. Service representatives maintain regular and organized contact with customers.

7. Warranty decisions are communicated to the dealer promptly.

8. GM Kenya Service Workshop facilities are inviting, clean and comfortable.

9. GM Kenya Service Workshop days and hours of operation are competitive and convenient to customers.

10. Correct vehicles delivered on schedule and in good working order.

11. Full explanation and demonstration for vehicle operation, warranty and after sales support system.

12. Expedite within reasonable time customer order and financing documentations.

VIII AWARENESS Standards:
1. All advertising is correct, clear, precise and attention catching.
2. All advertising and promotional activities to focus on GM Kenya products, corporate image, dealership and customer experience.
3. All promotional display be consistent, professionally organised and eye catching.
4. All direct customer contacts be informative, conclusive and professional.
5. Marketing to make available promotional materials to support dealers' selling process. Costs of materials to be shared as per company policy.
6. GM Kenya actively seek dealer input in development of marketing programmes.
7. All GM Kenya external activities be done professionally, and in a manner consistent with our positive corporate image.
1. GM Kenya and dealers are committed to each other's progress and partnership.

2. GM Kenya provide a responsive measurement and reporting system for dealers to evaluate performance of our wholesale standards.

3. Customer survey information is provided to dealers in a timely manner.

4. GM Kenya policies, procedures and programs are well explained to dealers and agents.
GM's Foundation Stands Strong

GM's Global Vision is...

To be the world leader in transportation products and related services. We will earn our customer's enthusiasm through continuous improvement driven by the integrity, teamwork and innovation of GM people.

In order to achieve GM’s vision, we have to realize that being the leader is about running the business and doing your job in the most effective way to achieve GM’s business objectives and reach our full potential. That’s why we adopted five core values as the foundation for making decisions AND doing our business.

Let's Take A Closer Look At GM's Core Values

What is a value?
A principle, standard, or quality considered worthwhile or desirable.

What are GM's Core Values?

- Customer Enthusiasm
- Integrity
- Teamwork
- Innovation
- Continuous Improvement

Customer Enthusiasm... "We will dedicate ourselves to products and services that create enthusiastic customers. No one will be second guessed for doing the right thing for the customer."

Integrity... "We will stand for honesty and trust in everything we do. We will say what we believe and do what we say."

Teamwork... "We will win by thinking and acting together as one General Motors team, focused on global readership. Our strengths are our highly skilled people and our diversity."

Innovation... "We will challenge conventional thinking, explore new technology, and implement new ideas, regardless of their source, faster than our competition."

Continuous Improvement... "We will set ambitious goals, stretch to meet them, and ‘raise the bar’ again and again. We believe that everything can be done better, faster and more effectively in a learning environment."

We must live our core values both inside the company — whether hourly or salary — and in external relationships with everyone from customers to suppliers.
DEALER SATISFACTION SURVEY
AFTER-SALES SERVICE

You have experience with our After-sales Service operations at GENERAL MOTORS KENYA LTD. Our goal is for you to be completely satisfied with our service. For this reason we kindly ask you to take a few minutes and complete this questionnaire about our After-sales Service support for the last six months. We request that you return this questionnaire by 31st January 2000.

Your response is very important to us and will be used to direct our effort in meeting our Customers expectations.

Thank you for your response. A postage-paid stamp envelope is enclosed for your convenience.

Yours Sincerely
Warutumo Njamiu
Customer Relations Manager

How satisfied are you with our operations in the following areas:

<table>
<thead>
<tr>
<th>Communication Responsiveness</th>
<th>Completely Satisfied</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Not At all Satisfied</th>
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<tr>
<td>1A. Telephones are answered promptly and courteously?</td>
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<tr>
<td>1B. Faxes/Mail answered on time</td>
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<th>Behaviour</th>
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<th>Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Not At all Satisfied</th>
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<td>2. Courteous, honest, fair, ethical and professional handling by our staff</td>
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<th>Field Service Personnel</th>
<th>Completely Satisfied</th>
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<th>Satisfied</th>
<th>Somewhat Satisfied</th>
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<td>3. Are knowledgeable and empowered to make business decisions?</td>
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<th>Other</th>
<th>Completely Satisfied</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Somewhat Satisfied</th>
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<td>4. Make monthly regular Dealer visits/contacts to your dealership?</td>
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<td>5. Provide visit schedules in advance</td>
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<td>6. Conduct regular training on Dealer development requirements?</td>
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<td>7. Warranty decisions are communicated promptly?</td>
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<td>8. Warranty claims paid within 30 days?</td>
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<td>9. Attend to Customer service concerns promptly?</td>
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Signed: __________________________ Name: __________________________ Date: __________________________

COMMENTS & RECOMMENDATIONS

If you have a concern requiring immediate attention. Please contact Customer Relations Dept. phone 356608 or 534199 Ext. 322 or 471

Thank you. Your opinion will help us serve you better.
1. Mission Statement
4. Introduction
5. Customer Expectations
6. Dealer Standards
7. Summary of Customer Expectations
8. Retail Facility Standards
11. Retail Sales Standards
14. Retail Service Standards
20. Customer Parts Standards
22. Retail Awareness Standards
24. GM's Core Values
General Motors Kenya Limited is committed to improve and provide a leadership role in Customer Enthusiasm. This crucial role cannot be achieved by GM Kenya alone. Concerted efforts from all dealerships who are vital partners and members of the ‘GM family’ must be focused on executing the desired level of customer satisfaction.

Research done by the GM Corporation shows that customers all over the world have some basic expectations that require to be fulfilled in the process of meeting their needs and wants. Customers want to feel they matter in the eyes of the people with whom they do business. They expect integrity, honesty and a genuine service-oriented attitude extended to them in a comfortable and professional environment. They also expect this professional treatment in all facets of the businesses they deal with. That is, in the case of GM Kenya customers expect the above treatment to be extended by the company itself, its dealers and selling agents.
In our endeavours to put basic customer expectations into practical reality, we in GM Kenya have categorised our customer expectations in the following four major areas:

(i) Shopping Expectations
(ii) Communication Expectations
(iii) Sales/Delivery Expectations
(iv) Service Expectations

A brief description of each of the above expectations is given below:-

(i) **Shopping Expectations:**
    Defines the things that are important considerations when customers select a place to buy a vehicle or have it serviced.

(ii) **Communication Expectations:**
    Communication refers to personal and direct interaction between dealerships' personnel and the customers. It also includes written communications, advertising and sales promotion messages as well as their timing and frequency.

(iii) **Sales/Delivery Expectations:**
    These are the expectations customers have about the purchase experience itself and how the vehicle is delivered.

(iv) **Service Expectations:**
    Expectations in this area are centered on customer convenience and quality of the service experience. That is, how is the customer received and treated when bringing the vehicle for service to the workshop? Is the correct problem diagnosis done? Is the correct part replaced? How long does it take?

It is important to note that simply meeting customer expectations is not enough for the customers to differentiate our products or service from the rest in this competitive market. Our goal is for us, GM Kenya and our dealers to create customers buying and ownership experiences that exceed the above expectations and achieve higher levels of expectations. This is what we call CUSTOMER ENTHUSIASM!
To meet and exceed the customer expectations we have developed Wholesale and Retail Standards. These standards indicate what must be done to ensure that customer expectations are being met at GM Kenya and dealership levels. The wholesale standards are discussed in another booklet called Wholesale Standards - Customer Enthusiasm Guide Book. This booklet is available from our Customer Relations Department.

We shall now discuss in details the Dealer Retail Standards that all our dealerships should apply in order to meet and exceed our primary goal of Customer Enthusiasm. These Dealer Retail Standards will need to be applied in all operational activities in the dealerships. GM Kenya personnel will visit each dealership from time to time to evaluate the effectiveness in the application of these standards.

We will now discuss individual dealer standards under each of the expectations mentioned above.
SUMMARY OF CUSTOMER EXPECTATIONS

Under each of the major areas of customer expectation, we are going to highlight specific things that customers expect to find in the various GM Kenya dealerships.

SHOPPING:
Specific expectations are:-
- Dealer facilities are attractive and have convenient hours of operation
- Dealer welcomes the customer courteously and promptly
- Sales person serves as a knowledgeable consultant
- Right vehicles are available on display

COMMUNICATION:
Specific expectations are:-
- Advertising is credible and honest
- Sales person follows up after delivery
- Dealer provides maintenance reminders
- Service department follows up after all service visits
- Dealer contacts all customers at least once a year

SALES/Delivery:
Specific expectations are:-
- Sales experience is professional and should not exert pressure
- Terms of the sale are fully explained and disclosed. Finance and Insurance details are explained and where applicable arranged for the customer
- Sales person conducts a thorough quality delivery. That is, sales person explains all the details required before delivery of the vehicle to customer

SERVICE:
Specific expectations are:-
- Dealer welcomes the customer’s service business
- Service appointments are easily made
- Check-in is easy and convenient
- Service advisor is friendly and competent
- Customer’s vehicle is treated with care
- Service work is completed on time
- Work is not delayed waiting for the right parts
- Work performed and related charges are explained
- Vehicle pickups and deliveries are handled smoothly and on time
- Vehicle is thoroughly cleaned before delivery to customer
- Courtesy transportation for customer is available
Objective:
The objective of the Retail Standards is to ensure that our dealers respond to our customers in a manner that will motivate and enthuse them to buy our products.

CUSTOMER RETAIL FACILITY EXPECTATIONS:
Specific expectations are:-
- Dealer facilities are attractive and have convenient hours of operation
- Dealer welcomes the customer courteously and promptly

CUSTOMER RETAIL FACILITY STANDARDS
1. Dealer facilities provide an inviting environment that focuses on customer needs and is in keeping with the GM Kenya corporate and products brand image.

Requirements:
- Location of the retail facilities are well situated, appropriate and spacious
- Showroom is clean and spacious
- Dealership signs are visible and in conformity with GM Kenya dealer development requirements in terms of size, colours, displays, etc.
- Parking for Sales, Service and P&A customers is available

2. Days and hours of operation are competitive and convenient to customers.

Requirements:
- Dealers to ensure hours of operation are the best in the market place for the customer
- Clearly indicate hours of business in the dealership premises
- Have skeleton staff over weekends as per customer demand
- Operate skeleton staff for about half hour before and one hour after normal working time
- Set targets on the minimum and maximum time to be taken to serve a customer
- Avail a telephone answering machine or voice mail to record messages after working time is over

3. Customers are greeted promptly.

Requirements:
- Customers are acknowledged immediately they enter the dealership premises
- Customers’ needs are immediately addressed
- Customers are provided with information/brochures of the products and/or service being offered
- Customers are provided with soft beverages to settle them down
4. Customers are treated in a courteous, fair, and professional manner at all times.

Requirements:
- Dealer personnel behaviour demonstrate a commitment to customer enthusiasm
- Dealer personnel show respect for the customers
- Dealer personnel creates a relationship with the customers that demonstrates trust and respect
- Dealer management emphasise the importance of good customer treatment in all employee communications
- Dealerships have a written customer treatment policy that is understood by all employees
- Customer contact employees are trained in basic courtesy and customer treatment skills

5. Dealer employees are easily recognisable and professional in their appearance.

Requirements:
- Dealership personnel are professional and organised in their work
- Dealership to specify to customer contact employees a uniform style of dressing which is appropriate and recognisable to their respective jobs
- Customer contact employees to wear name tags

6. Customer questions are respectively answered in a polite and courteous manner.

Requirements:
- Customer contact personnel are honest and objective in their contact with customers
- Customer contact personnel answer questions directly
- Information about products and services is available and accessible to customers
- Employees are provided with information on dealership’s policies and procedures
- Employees are empowered to answer customer questions in their area of expertise directly
- Employees help customers to get information they want on the dealership

7. Phone calls are handled in a prompt and courteous manner.

Requirements:
- Telephone calls are answered before the third ring
- Employees taking incoming calls give full name of the dealership, thank the caller, and find out how they can be of service to the caller
- Requested information is provided immediately
- When a call transfer is necessary, the customer is given the name of the person who will pick up the phone
- Customers are placed on hold
8. Reasons for any dissatisfaction are identified, and the appropriate corrective measures are taken immediately.

**Requirements:**
- Customer contact employees are empowered to resolve customer complaints.
- A log book is established in which any incidents of customer dissatisfaction, the nature, apparent cause, action taken etc. are noted.
- Designated employee analyses the recorded events in the log book and makes recommendations on corrective actions.
- Log book plus its analysis is reviewed weekly by dealer principal.

9. Customer complaints and requests are acknowledged within 24 hours followed with a timely resolution of the complaint within 14 days.

**Requirements:**
- Customer contact employees are empowered to resolve customer complaints promptly.
- Details of each customer complaints are recorded in a central log book for analysis.
- An employee is assigned to manage customer complaints i.e. receive, analyse and make appropriate corrective and preventive recommendations.
- Customers are provided a clean, comfortable waiting area.

**Requirements:**
- The waiting area is equipped with products brochures and other materials that will inform the customer about dealership products, parts and service.
- Refreshments are provided in the waiting area to the customers.
- The waiting area is kept clean and orderly daily.

**CUSTOMER SALES EXPECTATIONS:**

**Specific expectations:**
- Sales person serves as knowledgeable consultant.
- Sales person is professional and not exert high pressure on the customer.
- Terms of sales are fully explained and disclosed. Finance and insurance details are explained and where applicable arranged for the customer.
- Sales person conducts a thorough quality delivery.
RETAIL STANDARDS - SALES

1. Sales person listens to customer's needs and concerns before assisting the customers in selecting an appropriate vehicle.

   Requirements:
   - Qualified and knowledgeable sales person are hired
   - Sales person receives training on listening and communication skills
   - Sales person acts as a guidance counselor in the shopping and purchasing experience
   - Customers are allowed time to make decisions at their own pace

2. Sales persons have the ability to accurately discuss features and benefits of their products as well as the competition.

   Requirements:
   - Sales persons have strong communication skills
   - Sales person receives training on product features/benefits analysis method in selling
   - Sales person understands the GM Kenya dealer relationship and how the two interface in assisting the customer
   - Product support information is readily available in the product presentation area

3. Sales person explains the benefits of the dealer and GM Kenya customer support systems.

   Requirements:
   - Sales person has a thorough understanding of the dealership operation systems
   - Sales person understands the GM Kenya - dealer relationship and how the two interface in assisting the customer
   - Product support information is readily available in the product presentation area

4. Dealer to provide a well organised, clean and attractive display with a variety of vehicles that represent all models.

   Requirements:
   - Display all GM Kenya models at all times
   - A well organised system of vehicle display is maintained. There should be sufficient space between the vehicles to allow room for movement
   - Current vehicle posters showing the applications of the various vehicles to be displayed in the showroom
   - Display vehicles are scheduled for cleaning and dusted every morning
   - Brochures with detailed specifications and price should be provided next to the vehicle or display
   - Sufficient brochures should be kept in the sales area for customers

5. Sales persons offer demonstration
drives to customer to provide hands on experience of the vehicle.

Requirements:

- Sales person understands and appreciates the benefits of demonstration drives
- Dealers to provide demo drive vehicles
- Demo vehicles to be used only for demo drives
- Demo vehicles are maintained in a showroom condition and are fueled and kept in a designated area near the showrooms

6. Sales person provides a non-confrontation selling environment and allows the customer sufficient time and freedom to make a decision.

Requirements:

- Dealer management reinforces the importance of having a non-confrontation selling environment
- Sales persons are allowed to conduct a sales business with minimum intervention
- Sales person creates a selling environment that has a sense of partnership between him and the customer

7. Dealers to be price competitive and provide assistance to customers to procure finance.

Requirements:

- Dealers establish links with financial firms to assist customers in getting loans for purchase of vehicles
- Sales person understands the finance firms’ requirements so that one can effectively guide the customer in filling the loan application forms
- Sales person constantly follows-up loan application and advises customer on the same

8. Sales person delivers vehicle on schedule and in excellent condition.

Requirements:

- Sales person thoroughly inspects the vehicle and road tests it before delivery process begins
- All vehicles are cleaned before delivery
- Customers are explained all important vehicle handling features before delivery
- All tools and manuals are placed in the vehicle before delivery

9. Full explanation and demonstration for vehicle operation, warranty and after sales support system is done.

Requirements:

- Product brochures are available in the showroom and are easily accessible to the customer
- Sales person explain all warranty procedures and requirements
- Customer is given a guided tour of the service workshop
- Map showing all dealer network service workshops is given to customer
Customers are given a list of GM Kenya and dealer sales and service field staff and where applicable their respective visiting schedules.

10. Sales person makes the delivery a memorable event for the customer by showing friendliness, enthusiasm and willingness to take time to perform a complete delivery.

Requirements:
- Delivery event is carefully planned as a specific event for both the customer and the sales person
- All important delivery steps are taken to ensure success in delivery
- Delivery involves both sales and service advisor
- Delivery place in the dealership is pleasant and welcoming
- Every delivery is scheduled to meet customer requirements and avoids conflicting activities
- Sales person is trained on conducting event-oriented delivery process
- Sales person is personally present to deliver a vehicle to the customer
- A member of management personally thanks the customer for purchasing a vehicle

11. Customer is offered an orientation tour of the dealer facility at time of delivery.

Requirements:
- Service and parts areas should always be in a clean and presentable condition
- The orientation route is comprehensive and well defined
- The agenda for the orientation tour should be discussed in advance with the customer
- The roles of the sales, service and parts personnel in the tour are well understood

12. Sales person follow-up with all customers within 3 days to thank them for their purchase, resolve any concerns, and ensure customer enthusiasm.

Requirements:
- Sales persons notify the customer that he/she will be contacted
- Sales person to contact the customer after 3 days of purchase
- Sufficient time and resources are provided to the sales person to enable him/her conduct the customer follow-up
- Sales person is trained on how to conduct follow-up visits and problem resolution
- Any problems raised during the follow-up visits are resolved promptly by the dealership
- A customer contact log system is maintained by the sales person.
CUSTOMER SERVICE EXPECTATIONS

SPECIFIC EXPECTATIONS

- Dealers welcome the customer's service business
- Dealers provide maintenance reminders to customers
- Service appointments are easily made
- Check-in is easy and convenient
- Service advisor is friendly and competent
- Customer's vehicle is treated with care
- Vehicle is fixed right the first time
- Work is not delayed waiting for the right parts
- Work performed and charges are explained
- Vehicle pickup is handled smoothly
- Customer's vehicle is cleaned before delivery
- Service people follow-up promptly after all service visits
- Courtesy transportation is provided for the customer

RETAIL SERVICE STANDARDS

1. Convenient and competitive customer service hours are maintained.

Requirements:

- Dealership customer service hours are better than those of the competition
- Have skeleton staff over weekends as per customer demand
- Dealers to ensure hours of operation are the best in the marketplace for the customer
- Operate skeleton staff for about half hour before and one hour after normal working time
- Customers are informed about the extended hours of service

2. Service is made available both on appointment and non-appointment basis.

Requirements:

- Workshop capacity is set aside for customers with appointment but not 100 percent of capacity
- Quick service is available to customers on while-you-wait basis
- Quick service is performed separately from the main workshop activities
- Customers are encouraged to make appointments

3. Workshop facilities are clean and comfortable.

Requirements:

- Customer waiting area is spacious, comfortable and inviting
- Parking area for customers is available and spacious
- Accessibility to the service workshop is easy
- Workshop working areas are clean, not oily and greasy
4. Service appointments are timely and convenient.
   Requirements:
   - Workshop capacity is set aside for customers with appointment but not 100 percent of capacity
   - Appointments are made to shift customers arrivals from peak, busy periods
   - Appointments are based on shop capacity and estimated repair time
   - Customers receive a reminder call about their appointment

5. Service advisors are knowledgeable and take time to listen to the customer and ask pertinent questions to assure clear communication.
   Requirements:
   - Service advisor is available to receive customers as per the appointment or request
   - Service advisor interview customers about their vehicles
   - Service advisor carefully listens, asks, clarifying questions and avoids making diagnostic assumptions on a customer's vehicle
   - Service advisor inspects the vehicle with the customer and identifies (if any) other needed services
   - Service advisor handles one customer at a time and is not interrupted when with a customer

6. The Job Card clearly describes the customer's concerns and the service to be performed. The customer's approval to proceed is always to be obtained.
   Requirements:
   - Service advisor records customer concerns without personal interpretation
   - Service advisor inspects the vehicle to identify other needed services
   - Special diagnostic support for the service advisor is always available
   - Service advisor enters clearly repairs or diagnostic instructions on the Job Card
   - Service advisor gives the customer accurate time and cost estimates during consultation
   - Service advisor explains the work agreement and give the customer a copy, of the Job Card at the conclusion of consultation.
   - Service advisor verifies that the completed Job Card addresses the conditions, cause and corrective actions of each customer's concerns

7. Service advisor offers customers alternative transportation options.
   Requirements:
   - Alternative transportation or information on how to get it, is readily available / provided to customers
8. Service Advisor gives reasonable time and competitive cost quotes.

Requirements:
- Service advisor routinely checks shop capacity before making time commitment to customers
- Service advisor gives customers accurate written time and cost estimates during the consultation
- Keeping time promises is the first delivery priority
- Work schedule bulletin boards are maintained

9. Service advisor actively checks progress and immediately informs customers of any changes in vehicle repair or completion.

Requirements:
- Technicians notify the service advisor when circumstances affect time or cost estimates
- The dispatcher keeps service advisor informed about workshop capacity and changes initial customer service-advisor work agreement
- Service advisor takes initiatives for communicating with the customer

10. If time commitment is not upheld, it is corrected without inconvenience or additional cost to the customer.

Requirements:
- Systems and procedures are in place to minimise frequency of missed time promises
- Service advisors are empowered to provide customers with appropriate remedies
- The incidence of missed time commitments are tracked, similar to comebacks, to facilitate identification and elimination of root causes

11. During the service transaction, all customer vehicles are treated with care and the following courtesies provided:
- Vehicles are returned clean
- Servicing materials placed on/in vehicles are removed
- Radio has not been tampered with and is turned off
- Electronic settings are restored as required
- Smoking is not permitted in customer’s vehicle

Requirements:
- Protective coverings are used inside and outside customer’s vehicle
- Service components are cleaned and vehicles are returned to customers in clean condition
- Technicians are educated on the importance of treating customer vehicles with care
- Technicians do not tamper with any inside or outside parts of the
vehicle that they are not working on

12. All repairs listed in the Job Card are completed in one service visit.

Requirements:

- Service advisor checks with parts personnel to verify availability of needed parts when scheduling vehicles for unusual repairs
- Service advisor to verify availability of parts and workshop capacity before scheduling the vehicle and making the time promises
- Parts employees respond quickly to parts availability enquiries
- The dispatching system must allow accurate scheduling and tracking of repair orders
- When unexpected delay occurs, service advisor contacts the customer and arranges an extension of the time promised
- The quality assurance process includes a check to ensure that all requested work is completed

13. Every attempt is made to fix repairs right the first time.

Requirements:

- Customer consulting process is conducted thoroughly and within sufficient time to determine the extent of each vehicle’s service needs
- Special diagnostic assistance is available to service advisor during consultation
- Work assignments are based on technician skills and workshop capacity
- Technicians note relevant details about repairs as indicated in the Job Card
- Technicians receive training on the products and repair procedures
- Technicians compensation rewards quality of workmanship not just quality of work
- A workshop foreman is assigned responsibility of supervising the various repair activities
- The quality assurance system verifies that all work is performed correctly

14. Service repairs are performed according to the approved workshop manual procedures and specifications.

Requirements:

- Technicians check technical references before starting unfamiliar jobs
- Technicians are trained on approved maintenance and repair procedures
- Protective coverings are used inside and outside of customer vehicles
- Technicians seek technical guidance when unusual situations arise or technical procedures are needed

15. Vehicles are quality checked be-
fore delivery to customers.

Requirements:

☑ Every vehicle is inspected and road tested after repair or service maintenance
☑ Vehicle testing responsibilities are centralised
☑ Specialised tools are available for vehicle checking as need arises
☑ Standard test procedures are used to verify completeness and quality

16. Service advisor explains all services performed and related charges to the customer.

Requirements:

☑ Service invoicing is centralised
☑ Invoices are finished promptly after the work is completed
☑ Service advisor receives a copy of the completed invoices
☑ Service advisor explains the invoice to each customer before presenting it to the cashier
☑ Service advisor discusses additional service needs and the next service visit with every customer

17. Installation of any parts in the vehicles is disclosed.

Requirements:

☑ Invoicing clerk checks labour operations against parts issued to ensure accuracy
☑ Invoices are itemised and self-explanatory
☑ Invoice documents all the parts used

18. There is a procedure for parking repaired vehicles that is convenient for taking the customer to the vehicle or bringing vehicle to the customer.

Requirements:

☑ A specific area is dedicated for storage of finished vehicles with a stall or parking lot numbering system
☑ The last employee parking the vehicle notes the vehicle’s location on the Job Card
☑ Vehicles are brought promptly to the customer after payment
☑ When no one is available to retrieve the vehicle, the customer is escorted to the vehicle

19. There is minimal waiting time to pick up a vehicle.

Requirements:

☑ Advise customer on time when vehicle will be ready for pickup
☑ All paper work including invoicing is complete before customer comes to pickup the vehicle
☑ Personal cheques approval are done in advance
☑ Cashier handles the customer promptly and courteously
☑ A back up cashier is available when need arises

21. Dealer credit and payment policies are displayed in a positive manner
in the service area where customers can read them.

Requirements:

- Information is presented in a helpful and positive manner. Avoid language and terms that are unfriendly to customers
- All signage and communication messages in the dealership are consistent, professional and portray a positive image
- Signs are checked regularly to ensure they accurately reflect current dealership policies and practices

21. Dealership maintains contact with customers to remind them of required maintenance and other available services.

Requirements:

- Dealership maintains a service reminder program to help customers remember when vehicle is due for service
- The reminders are specific and reflect customer service schedule preferences

22. Service customers are contacted within 3 business days after vehicle pickup to determine satisfaction.

Requirements:

- Every customer is surveyed by telephone within 3 days after a service visit
- The survey provides specific information on customer perception on the following: quality and completeness of work, convenience, treatment, price/value for money and work guarantee
- Survey results are recorded, summarized and reviewed by management
- Management takes corrective action (if any) of the problem causes
- Every dealership to maintain customer suggestion box for complaints and/or compliments. Have user friendly questionnaire available for this purpose

23. Dealer tracks and analyses comebacks to identify root causes, and implement a process to eliminate recurrence.

Requirements:

- Final inspection findings on every vehicle are reviewed in a central log book
- Findings are reviewed by management on a regular basis
- Problem patterns are considered and root causes identified
- Action plans are developed, with the participation of the personnel involved, to correct the cause of the problem

SERVICE WORKSHOP

Always keep in touch with the customer
CUSTOMER PARTS EXPECTATIONS:
SPECIFIC EXPECTATION
Work is not delayed waiting for the right parts.

RETAIL PARTS STANDARDS

1. Dealer orders and stocks parts on a basis that assures availability for needed repairs on a timely basis.
Requirements:
- Dealer maintains an inventory control system that accurately tracks customer demand and replenishes the inventory as it is sold
- Dealer rewards teamwork between the service and parts department to ensure that customer interests are always the first priority
- Service advisor verifies the availability of rare or unusual parts when making service reservations and schedule customer visits accordingly
- Parts department personnel are trained on ordering procedures and priorities

2. Parts personnel make all reasonable efforts to secure parts for a customer in one visit.
Requirements:
- Parts personnel always check parts availability at other dealerships to satisfy customer urgent demands
- Parts personnel generate parts orders consistent with meeting the customer’s service expectations
- Retail Counter parts customers to be served within 10 minutes
- Parts department maintains an accurate lost sales log to identify opportunities to improve the inventory mix

3. Customers are promptly and professionally notified of special order parts receipt.
Requirements:
- Service advisor takes responsibility for ongoing communication with customers on the status of special order parts
- Parts department personnel immediately notify designated service personnel and other customers of special order parts arrival
- Service advisor pro-actively notify customers of parts arrival and make reservations for installation
- Parts personnel notify other customers of parts arrival and make reservations for dispatching

4. Dealer makes needed parts available for shipment to other dealerships in response to emergency orders.
Requirements:
- Dealer principal to personally promote commitment to co-operation in emergency parts sup-
ply with other dealerships in the market

☐ A standard parts exchange system acceptable to all dealerships is put in place

☐ The management team emphasizes the importance of assisting other dealerships with emergency parts supply

☐ Parts department personnel bring any issues affecting cooperation with other dealerships to the attention of the management team for resolution
CUSTOMER AWARENESS (ADVERTISING) EXPECTATION

SPECIFIC EXPECTATION
Advertising and promotions are credible and honest.

AWARENESS STANDARDS:
1. Advertising is truthful and presented in an honest, ethical and professional manner.
   Requirements:
   - Advertising messages are direct and avoid exaggeration
   - Advertising themes relate to customer quality expectations
   - Advertising addresses the importance of the relationship between the customers and the dealership business
   - Advertising images in terms of sight and sound elements are mature, truthful and straight forward
2. All advertisements are correct, clear, precise and attention catching.
   Requirements:
   - Correct target customers identified from the start
   - Appropriate scenes and background for products are selected
   - Professionals to be involved in making all advertisements
   - Attention catching advertisements be made at all times
3. All advertising and promotion portrays images that are consistent with GM Kenya and respective dealership policies and practices.
   Requirements:
   - Advertisements to have both GM Kenya, product and dealer logos and addresses
   - Dealerships to use GM Kenya advertising and promotional templates developed for dealerships use
   - Dealerships and GM Kenya to participate in joint advertising and promotional activities
   - Dealership advertising and promotions to create an environment that is consistent with GM Kenya's desired image
4. All promotional displays should be professionally organised, consistent and eye catching.
   Requirements:
   - Dealerships have appropriate locations in all shows, exhibitions and trade fairs
   - Signage in shows and fairs be consistent with GM Kenya and dealership standards and requirements
   - Uniform of the personnel manning the shows and fairs to be consistent with the shows/fairs theme and also consistent with GM Kenya products being displayed
   - Professional and creative people are hired to make show arrangements and displays
- All shows/fairs promotional material meet GM Kenya and dealerships standards and requirements.
- All displays are prominent, attractive, easily accessible and in conformity to the theme of the particular show, trade fair or exhibition.
GM’s Foundation Stands Strong

GM’s Global Vision is...

To be the world leader in transportation products and related services. We will earn our customer’s enthusiasm through continuous improvement driven by the integrity, teamwork and innovation of GM people.

In order to achieve GM’s vision, we have to realize that being the leader is about running the business and doing your job in the most effective way to achieve GM’s business objectives and reach our full potential. That’s why we adopted five core values as the foundation for making decisions AND doing our business.

Let’s Take A Closer Look At GM’s Core Values

What is a value?
A principle, standard, or quality considered worthwhile or desirable.

What are GM’s Core Values?
- Customer Enthusiasm
- Integrity
- Teamwork
- Innovation
- Continuous Improvement

Customer Enthusiasm...“We will dedicate ourselves to products and services that create enthusiastic customers. No one will be second guessed for doing the right thing for the customer.”

Integrity...“We will stand for honesty and trust in everything we do. We will say what we believe and do what we say.”

Teamwork...“We will win by thinking and acting together as one General Motors team, focused on global leadership. Our strengths are our highly skilled people and our diversity.”

Innovation...“We will challenge conventional thinking, explore new technology, and implement new ideas, regardless of their source, faster than our competition.”

Continuous Improvement...“We will set ambitious goals, stretch to meet them, and ‘raise the bar’ again and again. We believe that everything can be done better, faster and more effectively in a learning environment.”

We must live our core values both inside the company — whether hourly or salary — and in external relationships with everyone from customers to suppliers.