

Influence of Aftersales Service Strategies on the Competitive Advantage of Automotive Companies in Kenya

*Muchiri, Moses Irungu, Peter Kiriri, Veronicah Kaluyu

United States International University – Africa

Email: moses.muchiri@gmail.com

*Corresponding author

Cite: Muchiri, M.I., Kiriri, P. & Kaluyu, V. (2023). Influence of Aftersales Service Strategies on Competitive Advantage of the Automotive Companies in Kenya. *The University Journal*, 5(3), 103-116.

Abstract

Aftersales services contribute immensely to customer satisfaction, generating repeat business that can translate to repeat revenue generation and improved market share and competitive advantage. This study sought to assess the influence of aftersales service strategies on the competitive advantage of Kenya's automotive companies. The study used an explanatory research design. The target population was 400 members of the top management team, including CEOs, functional managers, and senior managers drawn from 63 companies in the automotive industry in Kenya. The study utilized a census to include all 400 top management team members in the 63 automotive companies. Questionnaires were used in data collection. The hypothesis was tested using multiple linear regression analyses. Results indicated a moderate correlation between the aftersales service strategies and the competitive advantage of automotive companies in Kenya ($r = 0.556$). The findings further indicated that 30.9% of automotive companies' competitive advantage change is explained by their aftersales service strategies ($R\text{ squared} = 0.309$). The study concluded that automotive companies in Kenya engaged in aftersales service strategies that included utilization of customer feedback, promptly responding to customer demands using agile methodologies, provision of quality service, and inclusion of warranties.

Key Words: Aftersales Services, Competitive Advantage, Automotive Companies, Supply Chain Strategies, Kenya.

Introduction

Aftersales service is important for continuous maintenance and upkeep of any product. It is a product support activity that focuses on quality and creates a sustainable competitive advantage (Aljabar & Hasibuan, 2021). Aftersales services contribute to customer satisfaction, generating repeat business that translates to revenue generation and competitive advantage. Aftersales service is a product support activity provided to customers, and if it focuses on quality, it can create a sustainable competitive advantage (Aljabar & Hasibuan, 2021). In today's competitive markets, industries focus more on customer satisfaction, which is known and proven to contribute to customer retention and loyalty. According to Balinado et al. (2021), aftersales service is commonly used to define services carried out to the consumer of a product during its life cycle after it has been purchased.

From an automotive industry perspective, and according to Jain et al. (2020), aftersales service satisfaction has been identified as an important factor for customers when purchasing a vehicle. The automobile industry is important in providing aftersales services to guarantee

vehicle maintenance. In addition to maintaining and improving service quality, automobile companies must conduct service innovation to provide satisfaction and sustainably compete with competitors (Wang et al. 2019). Salome et al. (2022) indicate that Service quality describes a service that satisfies customers' expectations and needs. Aljabar and Hasibuan (2021) posit that focusing on service quality is key to creating a sustainable competitive advantage. Assessment of service quality has been widely utilized in after-sales service, especially in the automotive industry (Balinado et al., 2021), after-sales service that focuses on quality can create a sustainable competitive advantage (Aljabar & Hasibuan, 2021). The aftersales service component of the supply chain is fundamental in both value creation and creating a sustainable competitive advantage.

Quality service of a product helps customers trusting the brand product, translating to customer service and competitive advantage. Hanaysha (2016) alludes that providing quality services may entail a larger notion of branding than focusing merely on the manufactured products, because of the value-added features that services could enrich on products and purchasing decisions. Gonzalez (2015) indicates that the automotive industry is a clear example of the growing relevance of the after-sales business to a sustained competitive advantage. Customer relationship is an important element that contributes to the competitive advantage of any industry, including automotive. Borchardt et al. (2018) indicate that the automotive industry has faced increasing customer mobility, and dealerships, through after-sales services, have the role of building long-term relationships for sustainable market competitiveness. According to Haq (2012), the automotive industry must make efforts to make positive relations with customers if it wants long term growth and profits.

According to Trifonova et al. (2018), collecting and analyzing customer feedback is important, because it allows discovering useful information about the various ways of improving and adapting the customer preferences. An increasing number of companies are realizing that their competitive advantage relies on price, product quality, and services. They must compete on services rather than simply lowering prices (Dan et al., 2018). Warranty is usually defined as the assurance policy applied to all customers where the purchased goods or services are (or shall be) as represented and, if not, they will be replaced or repaired (Diaz et al., 2012). According to Yenipazarli (2015), companies bundle aftersales warranty services (i.e., replacing a failed product with a standby end-product or replacing only the broken parts) with their products to deliver additional value their customers get out of using those products and increase their financial returns from them. Aftersales services provided under warranties could help companies improve their customer relationships by entitling customers to benefits under specific conditions and, hence, would be a long-lasting source of additional revenues and profits (Yenipazarli, 2015).

Various scholars have studied customer responsiveness and referred to it as a value-addition process within the supply chain that translates to the value the customer realizes from the end product. According to Jermisittiparsert et al. (2019), achieving customer responsiveness involves the entire supply chain, whereby the overall objectives of an organization's supply chain management should be, to become increasingly responsive to customer needs, and to create value for the customer. A firm's responsiveness, or its ability to respond quickly to customer needs and wants, is critical for sustained success in the ever-dynamic business environment. Sousa et al. (2010) record that customer needs are continuously evolving, and this implies that to achieve sustainable competitive advantage, a firm should monitor and respond effectively and quickly to changes in customer needs.. The ability to achieve timely

responsiveness to customer calls and needs can improve performance of the firm and eventual competitive advantage.

Statement of the Problem

The automotive companies in Kenya face various challenges that continuously affect their competitive advantage and that of the sector. The KAM automotive sector profile (2020) details various challenges facing the sector. Homologation is a national process that determines the types of motor vehicles to be manufactured locally, to promote economies of scale and guarantee volumes for assemblers, component manufacturers and aftermarket operations (KAM, 2020). According to the profile, the absence of homologation of vehicles has affected local parts manufacturing in terms of perceived quality and market positioning. Marketing and sales of locally assembled or manufactured products is an issue due to the lack of homologation processes. According to Ongwae (2020), the motor industry stakeholders have, over the last decade, been urging the government to encourage local assembly; the assemblers have repeatedly asked the government to fully support their industry or continue exporting jobs; and have been arguing that if the government does not adopt appropriate policies, vehicle assembly in the country will cease, leading to loss of jobs. To this end, this study sought to assess the influence of aftersales service strategies on the competitive advantage of Kenya's automotive companies.

Literature Review

In the USA, Nasr et al. (2018) conducted a study on developing a deeper understanding of positive customer feedback. The study took an exploratory approach with qualitative techniques were adopted and used laddering, which the authors justify for use as it is a well-established technique for exploratory research. However, a critical analysis of the study infers that laddering may not be very appropriate due to the documented barriers precluding laddering use. According to Veludo-de-Oliveira et al. (2006), some barriers precluding laddering use include time-consuming and expensive interviews, artificial set of answers, researcher biases and simplistic analysis of the results. The study revealed not much attention has been focused on customer appreciation and positive feedback and how the same affects business and organizations including contribution to revenue generation and profits as well as market share and competitive advantage. The feedback from the customers, whether positive or negative, can be a measure of the level of services an organization gives to its customers. The study addressed the impact of customer feedback, but it would have been interesting to see how customer feedback translates to actual revenue generation and realized profits.

In Thailand, Chaichinarat et al. (2018) conducted a study on Thailand's automotive service quality customer satisfaction focusing on the Suzuki Motor Company. The study reveals that service quality is an approach to manage business processes to ensure full customer satisfaction, which helps increase the competitiveness and effectiveness of the industry. According to the authors, authorized automotive dealers or service centers in Thailand offer competitive rates for very high-quality service for the automotive products. This quality service then becomes a critical value addition element for the products which translates to improved customer satisfaction and industry competitive advantage. The study focused on using the service quality (SERVQUAL) measurement tool to measure and analyze five dimensions: tangibles, reliability, responsibility, assurance, and empathy. The study targeted about 3,600 customers as respondents. The author should have included employees in the service industry to measure variables such as assurance, which have to do with the

employees' knowledge on the service rendered to the customers. The study findings depicted good generalizability whereby the recommendations are applicable in any service industry in any context.

In Nigeria, Salome et al. (2022) conducted a study on the transition from service quality to e-service quality. The study revealed that to effectively sustain the strategic change from service to e-service while maintaining good quality for competitive advantage, there is a need to measure and evaluate the quality of services. Empirical evidence from the study indicates that the success and sustainability of firms depend largely on the quality of services. The study focused on the SERVQUAL model propounded by Parasuraman et al. (1988), to measure the study variables. A critique of the study infers that SERVQUAL is more used in the traditional service industry than in the e-service industry. Hence, the concept of E-SERVQUAL could have been more applicable. The study adopted a cross-sectional research design and a quantitative survey research approach. The use of fifteen e-service variables in the study made the study too broad. The findings and recommendations on e-service are relevant to many industries due to globalization enabling them to offer online services to their customers. It would have been interesting to know how e-service fits within the automotive industry, and what elements of the e-service the automotive industry could utilize to increase and sustain a competitive advantage.

Methodology

The study used an explanatory research design. The target population was 400 members of top management team, including CEOs, functional managers, and senior managers drawn from 63 companies in the automotive industry in Kenya. The study utilized a census to include all the 400 members of the top management team in the 63 automotive companies. Questionnaires were used in data collection. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 26.0, whereby both descriptive (means, percentages, and standard deviations) and inferential statistical analyses (correlations and regression analysis) were used. The hypothesis was tested using multiple linear regression analyses.

Results

Demographic Characteristics

The study findings demonstrate that 37.5% of the study participants indicated that their companies had been in operation for a period between 11 and 20 years. 9.5% of the study participants indicated that their automotive companies had operated for over 40 years. The findings demonstrated that 33% of the respondents posited that their automotive companies made revenues of less than KES 500 million in the preceding financial years. In comparison, 2.3% indicated that their firms made revenues of over KES 10 billion. The study results indicate that most of the automotive companies (53%) had five branches or less while 2.3% had 16 branches or more. The results presented in Table 4.5 indicate that 53.6% of the study participants indicated that their firms had 100 or less employees while 10% had more than 500 employees. The study findings show that 44.4% of the firms were local, 21.5% were regional with 33.2% being global.

Table 1. Demographic Characteristics

Variable	Indicator	Frequency	Percent
Years	Below 10 years	90	25.8
	11 – 20 years	131	37.5
	21 – 30 years	61	17.5
	31 – 40 years	34	9.7
	Above 40 years	33	9.5
	Total	349	100.0
Sales Revenue in KES	Less than KES 500 million	115	33.0
	KES 501 million – below KES 1 billion	108	30.9
	KES 1 billion – below KES 2 billion	66	18.9
	KES 2 billion – Below KES 5 billion	40	11.5
	KES 5 billion - Below KES 10 billion	9	2.6
	KES 10 billion and above	8	2.3
	Not indicated	3	.9
Total	349	100.0	
Number of Branches	5 branches or below	185	53.0
	6 – 10 branches	119	34.1
	11 – 15 branches	32	9.2
	16 branches and above	8	2.3
	Not indicated	5	1.4
Total	349	100.0	
Number of Employees	100 or below	187	53.6
	101 – 200	50	14.3
	201 – 300	63	18.1
	301 – 400	11	3.2
	401 – 500	3	.9
	Above 500	35	10.0
Total	349	100.0	
Scope of Operations	Locally (only within Kenya)	155	44.4
	Regional (Within East Africa)	75	21.5
	Globally (Africa and beyond)	116	33.2
	Not indicated	3	.9
Total	349	100.0	

*Descriptive Analysis**Aftersales Service Strategies*

According to the findings summarized in Table 2, study participants strongly agreed with all the statements provided regarding after sales service strategies. Study participants strongly

agreed that their companies use customer feedback to improve products and services (M = 4.50, SD = 0.575) and that their companies have various channels through which customers can provide feedback (M = 4.50, SD = 0.628). Additionally, respondents strongly agreed that after delivery of an automotive product to a customer, their companies always follow up on the customers later (M = 4.49, SD = 0.650) and that their companies' delivery team always check the accuracy of documentation for each delivery product (M = 4.49, SD = 0.881). Further, study participants agreed that their companies ensure that a customer who calls is effectively directed to the department capable of solving the customer's issue (M = 4.47, SD = 0.632) and that every feedback from a customer in their organization is channelled to the appropriate departments for action (M = 4.45, SD = 0.621). These findings imply that in the respondents' opinion, the automotive companies had effective aftersales service in terms of provision of quality service, use of customer feedback, provision of warranties and agile responsiveness to customer calls. Besides, the standard deviations for all the statements were below 1, indicating that the responses for these statements converged closely around their means.

Table 2. Aftersales Service Strategies

Statements on Aftersales Service Strategies	Mean SD
Provision of Quality Service	
Our company focusses its business processes to ensure full customer satisfaction	4.38 .582
Our company ensures that all customers are effectively trained on how to use the purchased product	4.32 .651
After delivery of an automotive product to a customer, our company always follows up on the customers later	4.49 .650
Our company always provides a gift hamper for purchase of automotive products that are beyond a certain set price	4.23 .978
Our organization's delivery team always checks the accuracy of documentation for each delivery product	4.49 .881
Our organization ensures that the service technicians that deliver products to customers are competent	4.35 .819
Use of Customer Feedback	
Our company has an effective system of gathering and analysing customer feedback	4.32 .808
Our organization values all feedback from the customers, whether positive or negative	4.40 .754
Our company has various channels through which customer can provide their feedback	4.50 .628
Our company uses feedback from customers to improve products and services	4.50 .575
Our company has leveraged on technology to track and address customer feedback	4.28 .847
Every feedback from a customer in our organization is channelled to the appropriate department for action	4.45 .621
Provision of Warranties	
Our company offers reasonable warranty assurances on all its products	4.37 .760
Our organization provides for repairing of selected parts of a products for a selected period of time	4.35 .756
Our company provides for replacement of selected parts of a product for a selected period of time	4.31 .846

The warranties provided by our organization covers a wider scope in terms of parts and time than what the competitors offer	4.30 .700
Our company has effective warranty management which makes customers to feel confident and safe in the usage of the company's products	4.37 .655
Agile Responsiveness to Customer Calls	
Our organization is very responsive to calls or communications from its customers	4.28 .709
Our company uses various channels to respond to queries by customers	4.34 .707
Our company has leveraged on information and communications technologies to enhance its responsiveness to customers	4.25 .749
Our organization ensures that responses to customers are always in simple language without slang or technical words	4.40 .687
Our organization has a system to log customer queries so that progress and trends can be tracked	4.42 .775
Our company ensures that a customer who calls is effectively directed to the department capable of solving the customer's issue	4.47 .632

Competitive Advantage

The research findings summarized in Table 3 show that the study participants either strongly agreed or agreed with all the statements on competitive advantage. The study findings show that respondents strongly agreed that their products surpass customer expectations most of the time (M = 4.54, SD = 0.579) and also strongly agreed that their customers are very loyal to their products (M = 4.52, SD = 0.614). Besides, respondents strongly agreed that management in the automotive companies emphasize the importance of utilizing new knowledge (M = 4.52, SD = 0.632) and also strongly agreed that customers who buy their products mostly rate the products highly (M = 4.51, SD = 0.575). Besides, respondents strongly agreed that their customers regularly recommend their products to others (M = 4.50, SD = 0.545) and that the quality of their companies' products was higher than competitors' alternatives (M = 4.50, SD = 0.550). Respondents also strongly agreed to the other statements in Table 4.7 which have means of between 4.21 and 5.00. The findings in Table 3 also indicate that respondents agreed that in their companies, they have processes for acquiring information about other organizations / competitors (M = 4.20, SD = 0.922) and also agreed that their companies keep production costs low by outsourcing for improving its supply chain (M = 4.13, SD = 0.862). Study participants also agreed that their companies have a cost leadership strategy that enables them to keep prices for products lower than competitors (M = 4.02, SD = 0.969).

Table 3. Competitive Advantage

Statements on competitive advantage	Mean	SD
Customer Value		
The quality of our company's products is higher than competitors' alternatives	4.5	0.55
Most of our customers make repeat purchases of our products	4.47	0.559
Our products surpass customer expectations most of the time	4.54	0.579
Our customers are very loyal to our products	4.52	0.614
Our customers regularly recommend our products to others	4.5	0.545
Customers who buy our products mostly rate the products highly	4.51	0.575
Competitive Strategies		
Our company has a cost leadership strategy that enables it to keep prices for products lower than competitors	4.02	0.969
Our organization employs a product differentiation strategy to differentiate its products from its competitors	4.26	0.75
Our company has internalized a customer relationship management strategy as well as a customer-centric culture enabling it to create positive relationships with its customers	4.48	0.604
Our company keeps production costs low by outsourcing for improving its supply chain	4.13	0.862
Our company leverages focused strategy to target niche markets with our unique products	4.43	0.633
Knowledge Integration		
Our organization has developed necessary processes that allow employees to acquire and share knowledge	4.41	0.67
Our company has necessary resources that allow employees to use new knowledge in their routine tasks	4.45	0.644
In our company, we have processes for acquiring information about other organizations / competitors	4.2	0.922
In our company, we make good use of technology to share information on processes and products	4.38	0.691
In our company, knowledge acquired is regularly experimented and applied within the operations	4.41	0.712
Management in our company emphasizes the importance of utilizing new knowledge	4.52	0.632
Agile Management Decision Making		
Our organization readily reacts to changes by immediately updating its processes	4.45	0.578
Our company has flexibility to change and align to the changes in the external environment of the automotive industry	4.45	0.568
The management in our company collaborates with all key stakeholders before making key decisions	4.39	0.706
In our company, we quickly implement our planned activities with regard to customer needs	4.45	0.661
In implementing our strategy, management focusses more on responding to changes over following the plan	4.41	0.728

Inferential Analysis

The study conducted a simple linear regression analysis to explore how aftersales service strategies influences the competitive advantage of automotive companies in Kenya. The null hypothesis tested was:

H₀1: Aftersales service strategies do not influence competitive advantage of the automotive companies in Kenya.

The study results presented in Table 4 indicate that there is a moderate correlation between the aftersales service strategies and the competitive advantage of automotive companies in Kenya (r = 0.556). The findings further indicate that 30.9% of the change in competitive advantage of automotive companies is explained by their aftersales service strategies (r-squared = 0.309).

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556	.309	.307	.27817

- a. Predictors: (Constant), Aftersales Service Strategies
- b. Dependent variable: Competitive advantage

The study findings presented in Table 5 indicate that the f-value was statistically significant thus indicating that the significance of the model (F = 155.004, p < 0.05). These research findings indicate that the regression model fitted the data well. Besides, the findings showed that aftersales service strategies had a statistically significant influence on competitive advantage of automotive companies in Kenya.

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.994	1	11.994	155.004	.000
	Residual	26.850	347	.077		
	Total	38.843	348			

- a. Predictors: (Constant), Aftersales Service Strategies
- b. Dependent variable: Competitive advantage

The study findings provided in Table 6 led to the following regression model:

$$\text{Competitive advantage} = 2.523 + 0.556 (\text{Aftersales Service Strategies}) + \epsilon$$

The study findings in Table 6 indicate that aftersales service strategies had a statistically significant and positive influence on competitive advantage of automotive companies in

Kenya ($\beta = 0.556, t = 12.450, p < 0.05$). The null hypothesis that aftersales service strategies do not influence competitive advantage of the automotive companies in Kenya, was therefore rejected. The implication of the findings is that a one-unit change in aftersales service strategies would lead to a change of 0.556 in competitive advantage. Besides, the findings indicate that improvement in aftersales service strategies by automotive companies will lead to improvement in competitive advantage and vice versa.

Table 6. Regression Coefficients

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.523	.152		16.627	.000
	Aftersales Service Strategies	.430	.035	.556	12.450	.000

a. Predictors: (Constant), Aftersales Service Strategies
 b. Dependent Variable: Competitive advantage

Discussion of Findings

The objective of the research was to assess the influence of aftersales service strategies on competitive advantage of the automotive companies in Kenya. The study findings determined that aftersales service strategies had a statistically significant influence on competitive advantage of automotive companies in Kenya ($\beta = 0.556, t = 12.450, p < 0.05$). These findings support the value chain model by Porter (1985) which is an analysis of the various activities that a firm engages in and links them to the competitive position of the firm. The value chain model disaggregates the business into sets of activities that occur within the business, starting with the inputs as a firm receives and finishing with the firm’s products (or services), and aftersales service to customers according to Pearce and Robinson (2013). This is in line with the findings from this study that after sales service strategies such as provision of quality service and use of customer feedback are vital for a firm as a critical value chain activity that contributes to a firm’s competitive advantage.

The study findings further indicated that aftersales service strategies had a moderate and positive relationship with competitive advantage of automotive companies in Kenya ($r = 0.556, p < 0.05$). These findings concur with the findings by Salome et al. (2022) that aftersales service quality fulfils customers' expectations and satisfies their needs thereby creating customer loyalty which is an antecedent of competitive advantage. The findings also agree with Aljabar and Hasibuan (2021) that the focus on aftersales service quality is key in creating a sustainable competitive advantage. The study in Thailand by Chaichinarat et al. (2018) revealed that aftersales service quality is an approach to manage business processes to ensure full customer satisfaction, which helps increase the competitiveness and effectiveness of the industry. These findings agree with the findings in the current study that aftersales service quality is vital for competitive advantage in the Kenyan automotive sector.

The current study determined that aftersales service strategies such as provision of warranties is associated with competitive advantage. These findings relate with the findings by Diaz et al. (2012) who conducted a study in Spain on the contractual and

quality aspects on warranty and how they build the reputation and competitiveness of a firm. The study revealed that the management of warranty combines technical, administrative, and managerial actions during the warranty period of an item in order to maintain or restore the item to a state in which it can perform the required function, needed to provide a given service which can really translate to customer satisfaction and competitive advantage.

Conclusion

The study found that the aftersales service strategies implemented by automotive companies in Kenya had a significant impact on their competitive advantage. Therefore, the null hypothesis that aftersales service strategies do not influence competitive advantage of the automotive companies in Kenya was rejected. The study therefore concluded that automotive companies in Kenya engaged in aftersales service strategies that included utilization of customer feedback, promptly responding to customer demands using agile methodologies, provision of quality service, and inclusion of warranties. Additionally, the study concludes that the various aftersales service strategies adopted by automotive companies such as provision of warranties, provision of quality service, utilization of customer feedback and agile responsiveness to customer calls were vital for the competitive advantage of automotive companies in Kenya.

Recommendations and Areas for Further Study

The study recommends to management in automotive companies to have policies and procedures that ensure that their businesses constantly follow up with clients after delivering an automotive product. Furthermore, management in automotive companies should ensure that their companies have efficient channels and methods for collecting, assessing, and addressing customer feedback where necessary. The automotive companies should adopt technology to monitor and respond to customer feedback and ensure that every feedback from a customer is sent to the relevant departments for action. Lastly, management should create and maintain a culture of promptly answering customer calls or messages and leverage on ICT to enhance client response. This study only included automotive companies in Kenya; its results may not be generalizable to other types of organizations such as financial, commercial and other sectors of the manufacturing and allied industry. Regardless of business or sector, the role played by after sales strategies on competitive advantage is important for management to determine. Future research might examine the supply chains strategies that influence competitive advantage in industries including Information and Communication, financial services, and healthcare. Conclusions from such studies would be simpler to generalize to the larger economy.

Reference

- Aljabar, M. W. M., & Hasibuan, S. (2021). Performance evaluation of after-sales service partners in the power tools industry. *Journal of Industrial Management*, 5(2), 105114.
- Balinado, J. R., Prasetyo, Y. T., Young, M. N., Persada, S. F., Miraja, B. A., & Redi. A. A. N. P. (2021). The Effect of Service Quality on Customer Satisfaction in an Automotive After-Sales Service. *Journal of Open Innovation: Technology, Market and Complexity*, 7(116).

- Bayu, R., Noor, Y. L., & Diah, K. (2019). Analysis of the effect of brand image, product quality and after-sales service on repurchase decision of Samsung smartphones. *Russian Journal of Agricultural and Socio-Economic Sciences*, 92(8), 19-32.
- Borchardt, M., Souza, M., Pereira, G. M. & Viegas, C. V. (2018). Achieving better revenue and customers' satisfaction with after-sales services: How do the best branded car dealerships get it? *International Journal of Quality & Reliability Management*, 35(9), 1686-1708.
- Cai, K., He, Z., Lou, Y., & He, S. (2020). Risk-aversion information in a supply chain with price and warranty competition. *Annals of Operations Research*, 287, 61–107.
- Celucha, K., & Walzb, A. M. (2020). The Role of Active Identification in Driving Retail Customer Feedback. *Services Marketing Quarterly*, 41(2), 163–181.
- Chaichinarat, P., Ratanaolarn, T., Kiddee, K., & Pimdee, P. (2018). Thailand's Automotive Service Quality Customer Satisfaction: A SERVQUAL Model CFA of Suzuki Motor. *Asia-Pacific Social Science Review*. 18(2), 99-113.
- Chavosh, A., Halimi, A. B., Namdar, J., Choshalyc, S. H., & Abbaspour, B. (2011, February). The contribution of product and consumer characteristics to consumer's impulse purchasing behaviour in Singapore. In *Proceedings of 2011 international conference on social science and humanity*, 1(1), 248-252).
- Dan, B., Zhang, S., & Zhou, M. (2018). Strategies for warranty service in a dual-channel supply chain with value-added service competition. *International Journal of Production Research*, 56(17), 5677-5699.
- Diaz, V. G., & Martinez, L. B. (2012). Contractual and quality aspects on warranty: best practices for the warranty management and its maturity assessment. *International Journal of Quality & Reliability Management*, 29(3), 320-348.
- Gonzalez, A. G. (2015). Service Quality and Repurchase Behaviour in the Spanish Automotive After Sales Business. *Journal of Relationship Marketing*, 14, 239–267.
- Goodhue, D. L., Thompson, R., & Lewis, W. (2013, January). Why you shouldn't use PLS: Four reasons to be uneasy about using PLS in analyzing path models. In *2013 46th Hawaii International Conference on System Sciences* (pp. 4739-4748). IEEE.
- Hanaysha, J. (2016). Testing the Effect of Service Quality on Brand Equity of Automotive Industry: Empirical Insights from Malaysia. *Global Business Review*, 17(5), 1060– 1072.
- Haq, A. U. (2012). Satisfaction towards Customer Loyalty in Auto-Mobile Industry of Pakistan. *International Journal of Management and Business Research*, 2(4), 363371.

- Jain, N. K., Singh, A. K., & Kaushik, K. (2020). Evaluating service quality in automobile maintenance and repair industry. *Asia Pacific Journal of Marketing and Logistics*, 32(1), 117-134.
- Jermisittiparsert K., Sutduean J., Sriyakul T., & Khumboon R. (2019). The Role of Customer Responsiveness in Improving the External Performance of an Agile Supply Chain. *Polish Journal of Management Studies*, 19(2), 206-217.
- KAM. (2020). Kenya automotive sector profile. Nairobi: KAM.
- Naqvi, M. H., Asim, D. M., & Manzoor, S. (2020). Analysing the impact of supply chain agility on customer satisfaction through responsiveness and innovation. *CenRaPS Journal of Social Sciences*, 2(1), 26-40.
- Nasr, L., Burton, J., & Gruber, T. (2018). Developing a deeper understanding of positive customer feedback. *Journal of Services Marketing*, 32(2), 142–160.
- Noorani, I. (2014). Service innovation and Competitive Advantage. *European Journal of Business and Innovation Research*, 2(1), 12-38.
- Ongwae, E. (2020, August 19). Daily Nation: DN2 Motoring, pp. 4
- Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *1988*, 64(1), 12-40.
- Pearce, J. & Robinson, R. (2013). Strategic Management: Strategy Formulation Implementation and Control. 13th Edition, McGraw-Hill/Irwin, New York.
- Pehrsson, A. (2014). Firms' customer responsiveness and performance: the moderating roles of dyadic competition and firm's age. *Journal of Business & Industrial Marketing*, 29(1), 34–44.
- Rashed, C., & Mouyiasis, G. (2013). Negative unintended consequences of innovation-a case study regarding innovation and sustainability: the new extended value creation mechanism for global sustainability, the SNE SFI GS-framework.
- Salome, I. O., Ayotunde, O. A., & Samuel, O. O. (2022). From Service Quality to E-Service Quality: Measurement Dimensions and Model. *Journal of Management Information and Decision Sciences*, 25(1), 1-15.
- Sangpikul A. (2022). Obtaining an In-Depth Understanding of the Assurance Dimension of Servqual in the Spa Industry: A Case of Spas in Bangkok. *Tourism and Hospitality Management*, 28(2), 381-396.
- Sousa, C. M. P., Ruzo, E., & Losada, F. The Key Role of Managers' Values in Exporting: Influence on Customer Responsiveness and Export Performance. *Journal of International Marketing*, 18(2), 1–19.
- Trifonova, T. L., Stefanova, M. E., & Kalchev, S. D. (2018). Customer Feedback Text Analysis for Online Stores Reviews in Bulgarian: *IAENG International Journal of Computer Science*, 45(4), 45-48.

- Veludo-de-Oliveira, M., Ikeda, A., A., & Campomar, C. (2006). Laddering in the practice of marketing research: barriers and solutions. *Qualitative Market Research: An International Journal*, 9(3), 297-306.
- Wang, C. N., Day, J. D., & Farid, M. (2019). Service Innovation Model of the Automobile Service Industry. *Journal of Applied Science*, 9, 2403.
- Yenipazarli, A. (2015). A road map to new product success: Warranty, advertisement and price. *Annals of Operations Research*, 226, 669-694.